

GENPACT DIVERSITY & INCLUSION

Emerging themes & possible scenarios

LARGER THEMES & BELIEFS

Stolen Thunder

In meetings & reviews, men may overpower women even though the work belongs to the team. In response the women may find themselves at a loss for words.

The beliefs at play seem to be: 1) **in a professional environment, you can't get in to altercations** 2) **People may not like me if I ask questions & give feedback** 3) **People should like me**

Good parent vs Good employee

A working mom often needs to strive extra hard to balance work & taking care of her child (even when the other parent is supportive) the need to work from home increases, however there is also a sense of guilt to see other team members working over time & on the floor. Women who are expecting may not be a preferred candidate to be part of a team. Some also reported not having any space to discuss these issues apart from one on ones with their managers.

- 1) **There is a conflict between my work at home & my work at office**
- 2) **Am I the weak link of my team because of my expanded role at home?**
- 3) **I will be seen as incompetent if I ask for help.**
- 4) **Multi-tasking between these roles is only smooth when I've already reached a certain level in the organisation.**
- 5) **I can't do this, I quit!**

Flexibility isn't 'real'

If one is seen on the floor, one is perceived to be a better employee and better 'leader material' e.g.: "I was told that if everyone takes 12 hours and you take only 8 hours to finish a task, you need to take on more. As opposed to a male colleague who went on a sabbatical & was celebrated." e.g.: "My job doesn't allow flexibility, that's just the nature of it. eg:

- 1) **Managerial positions go only to those who can work overtime**
- 2) **Even if I put in the hours from home, I will be seen a certain way, i.e. - I don't stretch**

LARGER THEMES & BELIEFS

The in-group bias

4 out of 10 people agreed that they would prefer to give a task / job to a person they already liked / agreed with. This leads to the forming of cliques mostly dominated by men. e.g.: “ we usually don’t invite women to client dinners unless the client is a woman. It also leads to favouritism at the work place & the tendency to stick to people who form part of one’s comfort zone.

Beliefs include: **1) boys will be boys 2) Women don’t enjoy / won’t make time for informal engagement 3) If I like someone, they are also likely to be the best suited for a task**

The deviant / weirdo

2 out of 10 respondents spoke about perceptions around homosexuality. e.g.: “there is definitely some talking behind the person’s back although it may not impact work directly...as in they will still be given key roles depending on their proficiency.”

1) We can’t directly speak about ‘these things’

2) I accept different world views only as far as I am comfortable

What makes a woman a leader?

Half the respondent population agreed that women need to display ‘agentic’ qualities to be considered worthy of leadership roles. These include - an ability to speak up, the ability to be pushy, an inclination towards opining vociferously

1) I am not that kind of woman 2) to make it big, I need to change drastically

3) To be successful, I need to ‘man up’

LARGER THEMES & BELIEFS

The silent manager

Mid managers don't speak up in front of leadership. They don't say no to tasks their teams can't cope with and the team may need to work overtime. The team may also not get direct limelight / be celebrated for their work

1) my manager does not understand my needs 2) my manager has favourites, especially those people who are willing to push themselves or are also people pleasers

Cultural melting pot

A few respondents, especially those working outside of India claimed that there is a lot of gap in the area of cultural diversity. Eg: "There are many assumptions about different cultures." e.g.: "There needs to be much more active listening."

1) Stereotypes about cultures are true 2) Things will be more productive if I stick to my comfort zone 3) it will take a lot of effort on my part to get someone I don't share a culture with

Diversity doesn't stop at gender

Almost every male respondent had this response. e.g.: "It is important, but it needs to go beyond just women. for starters, why aren't men included?"

1) As a man, I am also impacted by patriarchy 2) inclusion should include me

GENPACT DIVERSITY & INCLUSION

Approaches & Way Forward

POSSIBLE APPROACHES

FORUM THEATRE



- Short scenes that are relevant & showcase current challenges
- Spectators become 'spectators'
- Key objectives: teaching people to change their world

BOTH FORMS
LEND
THEMSELVES

TO SERVE
DIFFERENT
OBJECTIVES

NUKKAD STYLE THEATRE



- Short, high-energy performances
- Audiences are free to move around
- Key objectives: raising awareness, entertainment

POSSIBLE APPROACHES

FORUM THEATRE

*recommended by
Maynard Leigh for this
particular context

- In this process the audience members could stop a performance, often a short scene in which a character was being oppressed in some way.
- The audience would suggest different actions for the actors to carry out on-stage in an attempt to change the outcome of what they were seeing. The attempt is to have an input into the dramatic action the audience is watching.
- The audience or 'spectactors' could also come on stage and perform their own interventions

Why choose this format?

- 1) This form allows us to invite different perspectives in
- 2) It empowers the audience to take action & behave differently
- 3) It allows for the showcase & exploration of subtleties & shades of grey in the themes of unconscious bias (which is a complex subject & demands treatment which doesn't pose any side as right or wrong)

NUKKAD STYLE THEATRE

- A nukkad natak or street theatre is a performance in a space without a specific audience. Anyone who is present there is free to watch the piece
- It is mainly performer led and the performances are meant to be highly energetic, engaging and ideally performed in colloquial parlance
- The interaction between audience & performers happens in the form of casual banter or the posing of short (usually rhetorical) questions

Why choose this format?

- 1) The performances are quick & energetic
- 2) The piece can be used as a curtain raiser to a larger, more organised discussion
- 3) The portrayal of the current challenges can be amplified to gain more audience attention - largely helpful while building awareness towards a particular issue

POSSIBLE APPROACHES

FORUM THEATRE

- Here are some examples of how this form can be used:
- <https://www.youtube.com/watch?v=vcLcXeXJVDU&t=900s>
- <https://www.youtube.com/watch?v=KvW0ULXkJ0I>

NUKKAD STYLE THEATRE

- Here are some examples of how this form can be used:
- <http://www.merineews.com/article/pepsico-initiates-nukkad-natak-among-the-corporates-in-gurgaon/15892855.shtml>
- <https://www.youtube.com/watch?v=gN5NcCKwz2k>

Your Investment: Forum Theatre

<u>Diagnose & Design (For the whole Intervention)</u>		
One day for diagnosis- (Interviews, scenario collection, collecting information) Two Days for Design (Scripting, rehearsing the scenes , incorporating the scenarios from Genpact in the design)	Rs.30,000/- X 1 Consulting Day= INR 30,000/- Rs.30,000/- X 2 Consulting Days= INR 60,000/-	
<u>Delivery</u>		
<u>Activity</u>	<u>Investment - As per the MSA with Genpact</u>	<u>Total</u>
Professional Fee for delivery of workshops (4 delivery days per batch)	INR 55,000 per day per consultant X 4 consultants	INR 2,20,000/-
Total Investment per day	INR 2,20,000/-*	

*total investment does not include diagnosis and design

Your Investment: Nukkad Style Theatre

Diagnose & Design (For the whole Intervention)

One day for diagnosis- (Interviews, scenario collection, collecting information) Four Days for Design (Scripting, rehearsing the scenes , incorporating the scenarios from Genpact in the design)	Rs.30,000/- X 1 Consulting Day= INR 30,000/- Rs.30,000/- X 4 Consulting Days= INR 1,20,000/-
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Delivery

<u>Activity</u>	<u>Investment</u>	<u>Total</u>
Professional Fee for delivery of workshops (4 delivery days per batch)	INR 55,000 per day per consultant X 4 consultants	INR 2,20,000/-
Professional fee for delivery of workshop (4 actors)	INR 25,000 per day per actor X 4 actors	INR 1,00,000/-
Total Investment per day	INR 3,20,000/-*	

*total investment does not include diagnosis and design

Commercial Terms & Conditions

- ❖ Client is responsible for providing – 1) Venue for the training programs (with a back-up generator) should have natural lighting, enough space to do exercise and comfortable temperature for the participants & consultant 2) Conference facilities including meals 3) Audio visual equipment – (LCD projector, flip chart board stand, 8*10 ft screen) Travel outside Delhi NCR - Air, stay & airport/ venue cab transfers to be taken care by the client.
- ❖ Genpact will make the following arrangements for consultants if the workshop is outside Delhi NCR or any consultant is required to fly down to Delhi (all consultants are not based in Delhi NCR) subject to business approval -
 - Accommodation for consultants stay – as per band 3 policy at Genpact (no Guest house please)
 - Cabs for Consultants airport transfers & their transfers between hotel and venue
 - Flights tickets for the consultants along with their meals on flight
 - All meals including breakfast, lunch & dinner
- ❖ Reimbursements to be made to Maynardleigh on actual for following –
 - Cab for Consultants travel to and from Venue when workshop is in Delhi NCR
 - Cab for consultants airport transfers in their home location when the workshop is outside Delhi NCR
 - In extreme circumstances, arrangements for consultants accommodation, cabs, flight tickets and meals(as mentioned above) if done by Maynardleigh (subject to business approval)
 - Relevant communication expenses if any (subject to business approval)
- ❖ Taxes will be charged as per government rules & regulations
- ❖ Payment will be made within 45 days of invoices receipt by Genpact
- ❖ In case of cancellation/rescheduling fees will be charged as follows –
 - 50% of the professional fee - 15 to 3 working days of the confirmed date of delivery
 - 100% of professional fee - 2 to 0 working days of the confirmed date of delivery
- ❖ Any one of the following methods may be considered as date confirmation: email notification from sourcing / a Purchase Order with specific dates.
- ❖ The session cannot be recorded without a prior written consent from Maynardleigh Associates.
- ❖ The above commercials are valid till the 31st October, 2018
- ❖ Contracts, legal & accounting paperwork (including billing & payments) will be in the name of “Life Strategies Humancare Pvt. Ltd.”
- ❖ Any information shared by Genpact would be kept confidential and only used by Maynardleigh associates for internal study and customizing the content