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READER'S CORNER - BITS & BYTES

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PURPOSE & OBJECTIVES

1. Organize and facilitate learning & development programs
- 2 Expedite acquisition of knowledge, skills required for effective job performance
3. Work towards increasing employability and providing career growth opportunities
4. Support Skill India mission for nation-building

MESSAGE FROM EDITOR



DR. ARPITA DUTTA

*Founder, Cherryskillz Learning Private Limited
Principal Consultant | Master Trainer | Coach | Assessor |
eLearning Specialist
Regional Director - Indian Quality Assurance Council
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Dear Readers,

We are delighted to introduce you to our digital magazine – Reader’s Corner – Bits & Bytes.

Here are the four reasons you don't want to miss out!

- * Get access to learning resources lifelong that can help in your career journey
- * Discover insights from experts
- * Increase your learning appetite
- * Learn with fun

*Sharing a quote on **Accountability** by Pat Summitt :*

Accountability is essential to personal growth, as well as team growth.

How can you improve if you are never wrong?

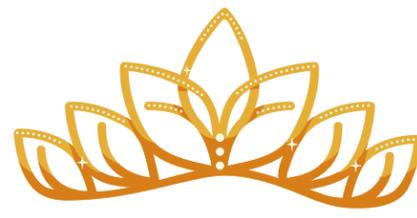
If you don't admit a mistake and take responsibility for it, you are bound to make the same once again.

We look forward to your valuable suggestions which will help us improve the upcoming editions.

Please share your ideas/comments at : skillzy.spt@gmail.com.

Happy Reading !





MESSAGE FROM AUTHORS' CLUB



Dear Readers,

Greetings from Cherryskillz Learning Private Limited!

Here are a few thoughts on Assertive Communication.

All of us use Assertive behavior at times. Quite often when we feel vulnerable or unsure of ourselves we may resort to submissive, passive, manipulative or aggressive behavior. Application of Assertiveness is contextual.

Four Behavioral Choices you generally make and employ.

- 1. Direct Aggression:*** Bossy, arrogant, bulldozing, intolerant, opinionated, and overbearing
- 2. Indirect Aggression:*** Sarcastic, deceiving, ambiguous, insinuating, manipulative, and guilt-inducing
- 3. Submissive:*** Wailing, moaning, helpless, passive, indecisive, and apologetic
- 4. Assertive:*** Direct, honest, accepting, responsible, and spontaneous

How do we practice Assertiveness? (few tips just for you)

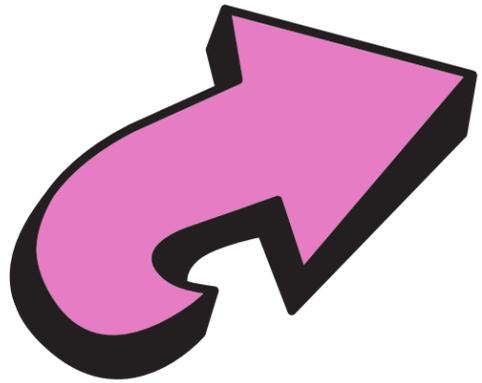
1. Behavior Rehearsal: Practice how you want to look or sound.
2. Fogging: Receive criticism comfortably, without getting anxious or defensive
3. Seek out for feedback, listen to critical comments, clarify your understanding
4. Self reflection: Look more comfortably at negatives in your own behavior, accept errors or faults, apologize only when it is absolutely needed.
5. Practice 3C's: Confidence, Clarity, Control (of self in various situations)

Pen down the following in your journal:

Tiny changes I will do this month to enjoy every moment as it unfolds..

Happy Reading friends!

Authors' Club



OUR PICK
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THE MOST IMPORTANT HR METRICS FOR 2022

Why should HR use a data driven approach ?

HR professionals are involved in strategic decisions based on employee data that provides facts and figures to support these conversations.

We will focus on 3 key areas that help in defining a company's success.

1. Retention : Keep your star (best) employees (eNPS, career path ratio, salary change, absenteeism rates)
2. Recruitment : Hire talent faster (time to fill, time to hire, quality of hire, employee growth)
3. Diversity & Inclusion : Create a inclusive culture (pay gap, salary range penetration, salary average, gender diversity ratio etc)

eNPS

Employee Net Promoter Score is a metric that assesses employee job satisfaction by measuring their willingness to recommend their current company to others. If employees want their friends to come onboard, means employees are reasonably satisfied.

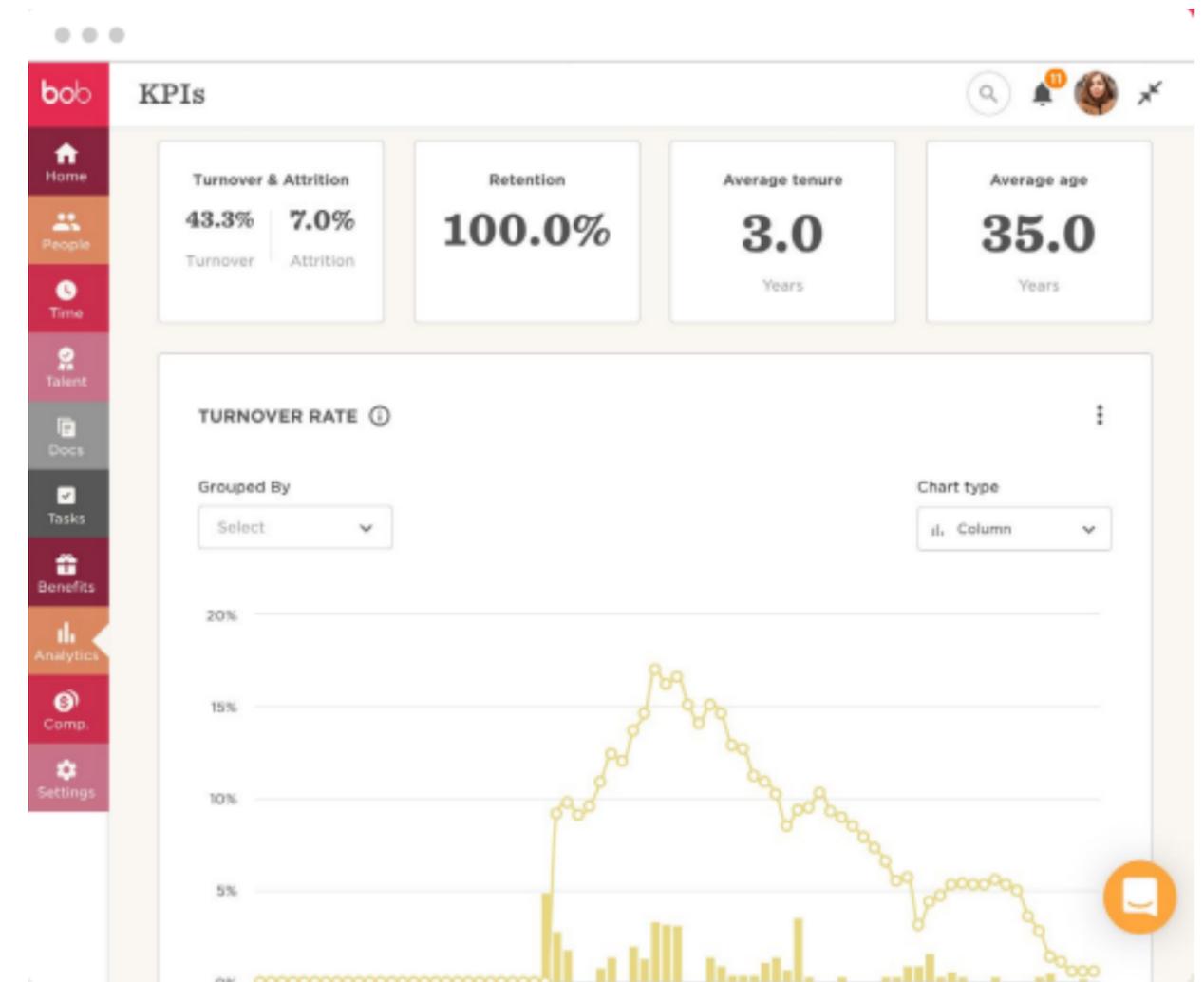
eNPS is easier to measure.

Send employees a survey, asking "On a scale of 1-10, how likely are you to recommend this company as a place to work?"

Employees will be divided into "Promoters" (9-10), "Passives" (7-8), "Detractors" (0-6)

Formula:

$$\frac{(\text{number of promoters} - \text{number of detractors})}{(\text{number of respondents})} \times 100$$



THE MOST IMPORTANT HR METRICS FOR 2022

A score between 10-20 is reasonable, 20-30 is good, and 40-50 is outstanding.

Allow open ended answers to help understand the areas of improvement.

For a more thorough analysis, organize results in a variety of ways, eg. departments, roles, length of employment, gender, age, race etc. This is help determine if any issues company wide or specific to particular groups.

Companies usually run eNPS survey every three to six months. This helps employees to offer constructive feedbacks, collaborate with managers, and share in the collective responsibility.

Career Path Ratio

Using the CPR, HR can find and track both promotions and lateral moves to see how employees are growing, changing, and adapting within the organization. Start with a lookback of atleast 1 year such that there is enough data.

Formula:

$$\frac{\text{(total number of promotions)}}{\text{(all role changes: promotions + lateral movement)}}$$



Companies must have clear org charts and distinct job titles and tiers for easier calculations. Trickier part is where and how to improve. Providing a number of growth tracks and promoting from within is the key.

When movement is strictly vertical, employees who have reached their promotional ceiling may feel "stuck". An organization which is too "top heavy", may unintentionally push great people away. And companies that discourage lateral moves altogether can find their people growing bored and leaving the company.

To understand the cause of retention issue, examining the CPR is great place to start.

THE MOST IMPORTANT HR METRICS FOR 2022

Employee Absenteeism rate

Because the lines between home and work have blurred, employees are working more hours than they would if they were at office. Combine this with the “always available” expectation often associated with remote work, and employee burnout becomes more common.

Employee Engagement level

A better measurement of how an employee feels about their role at the company is their level of engagement.

A satisfied employee may perform adequately and stay at the company for a few years, but it's unlikely they will be inspired to go above and beyond. An engaged employee sees value and purpose in their work and is more likely to be an exceptional contributor.

Diversity metrics

The degree to which an organization emphasizes diversity and inclusion in the workplace is a deciding factor for many job candidates on whether or not to apply. Measuring your company's level of diversity can be complex, but like all human resources metrics and KPIs, you can't improve it unless you do.

- Whether underrepresented groups as a percentage of the workforce are increasing
- Representation of women and people of color in management and senior leadership
- Women and people of color who experience microaggressions, such as being addressed in a less than professional manner or having someone question their expertise or judgement

The increasingly distributed workforce means companies have access to a more diverse talent pool than ever before, but unconscious bias in their hiring practices could keep them from making more progress in this area.

Employee Early Turnover Rate

Early turnover represents the number of employees who leave a company within a set period of time, usually their first year.

If new hires consistently put in their notice before their first anniversary, a company is losing tens of thousands of dollars annually. In addition to the high costs of recruiting, the average employee takes six to 12 months to reach full productivity.



India Inc innovates to hire more women

SINDHU BHATTACHARYA
New Delhi, 30 March

A. Chitra decided to return to work after a five-year break to take care of two toddlers. She had quit at the peak of her career but after such a long break, she was understandably apprehensive. Would there be any job roles matching her qualifications and would employers be willing to hire someone needing significant training and reskilling?

After nearly six months of futile search, she chanced upon Cognizant's "Returnship Program". Chitra now works as manager (Projects) and says Cognizant's programme not only helped her get back to work but also gave her the training and flexibility to manage responsibilities at home.

Nita Nambiar, AVP-HR and India Diversity & Inclusion lead, says, "Cognizant's is a 12-week paid programme for talented technology professionals with a minimum of five years of professional experience, who have taken at least a two-year career break." Many of them are, unsurprisingly, women. Those accepted into the returnship programme get to update their skills in a supportive work environment, get involved with real-time projects and work with cutting-edge tools and technology. "At the conclusion of the programme, participants are considered for a position with Cognizant," says Nambiar.

In the logistics industry, which does not have a large proportion of women employees, Mumbai-headquartered Allcargo Logistics launched a "Restart" programme earlier this month. "Women who want to get back to work after a career break are given a chance for a job interview without prejudice," says Indrani Chatterjee, group chief people officer. "We also offer project-based assignments for those women who are not ready for a 9-to-5 work day."

On-boarding measures: Flexible hours, child & elder care support, job to spouses



WHO'S DOING WHAT

Impelsys:

Raising percentage of women to 40% in 2022, asking women's spouses to join, offering flexible work hours

Allcargo:

"Restart" programme for women on a break, flexible work hours

Amazon:

Flexi work, exemption from work-related travel, Mothers' Rooms to manage infants

Cognizant:

12-week returnship programme for tech professionals on a break

Bharti Airtel:

24 weeks post-maternity flexible working; ₹7,000 monthly allowance for the new born for 18 months

Panasonic: Flex work hours

jobs after a long break is part of a growing awareness across India Inc about the need to increase the proportion of women in the workforce.

Bengaluru-based software products and services company Impelsys has decided to raise the percentage of its women employees to 40 per cent in calendar 2022 from about 31 per cent now, by consciously hiring women across geographies. Kavitha Nandagopal, associate vice-president (HR), says as part of this drive, Impelsys is also in the process of hiring spouses of employees. The company already has a policy of selecting women candidates from a pool of similarly qualified candidates across jobs.

At consumer durables company Panasonic India, Chief

number of women employees has jumped by 90 per cent since 2014 and the company continues to offer the flexi work option to them. Ditto for Impelsys.

Not just flexibility at work, some employers are also offering elder care and child care solutions at home to free up women for paid work.

"The services in demand are focused on elders (nurses/attendants) and kids (stress management, 24x7 access to GPs or nutritionists). Some companies have sponsored complete health check-ups; others have subscribed to our holistic health and fitness programme, Seva Prime," says Atul Gandhi, founder CEO of Seva At Home, a Nashua, New Hampshire-headquartered health services concierge for

ups; others have subscribed to our holistic health and fitness programme, Seva Prime," says Atul Gandhi, founder CEO of Seva At Home, a Nashua, New Hampshire-headquartered health services concierge for

The missing workforce

In India, the proportion of women in paid jobs has always been low, but the pandemic has worsened the situation. According to CMIE data, in December 2021, nearly eight million unemployed women were actively looking for work and nine million were willing to work although they were not actively looking for work.

"It is worth investigating why such a large number of women who tell interviewers that they are willing to work are not actively applying for work or making other efforts in finding work. Is it the lack of availability of jobs or is it the lack of social support for women to join the labour force?" asks CMIE Managing Director and CEO Mahesh Vyas in a blog.

In 2021, the national average monthly employment for women declined by 6.4 per cent

year 2019. There has also been a sharp decline in average monthly employment (urban female) as 22.1 per cent fewer women were employed in urban India in 2021 versus 2019.

Some companies are trying to correct the situation.

Amazon India, for instance, has multiple programmes offering flexibility and a chance for women to transition to leadership roles. Women lead many key businesses and strategic teams, including Amazon Fresh, AWS Public Sector, regional fulfilment network and delivery experience strategy teams. Also, Amazon's childcare policy enables access to a network of childcare providers at discounted rates. For mothers at work, there are "Mothers' Rooms" at Amazon India offices with plug points for electrical breast pump usage and a refrigerator to store bottled breast milk.

Shilpa Khanna, director, Human Capital Solutions, Aon, says, "In India, it is estimated that housework for women increased by almost 30-40 per cent during the pandemic. This led to a larger number of women either dropping out or reducing their involvement in the workplace. This trend was significantly higher for women with children under 10 years of age."

Khanna points to "return-to-work" programmes for women by the Tata Group, Amazon, Fidelity, Microsoft and Godrej; most also include a skilling/reskilling programme.

Swati Rustagi, director DE&I, International Markets, WW Consumer at Amazon India, says that over the last few years, the company has launched initiatives including virtual working options, flexible work opportunities, exemption from work-related travel, advocacy for women to work in night shifts and enabling them to do so, and building returnship programmes to allow them to choose a suitable arrangement.

Employers are also getting more sensitive to women's caregiving needs. Bharti Airtel has announced up to 24 weeks of post-maternity flexible working besides a monthly allowance of ₹7,000 for the new born till 18 months of age.

Longer version on



ESSENTIALS OF SELF RESPECT

I matter
What is it?



1. I have a realistic sense of my strengths and weaknesses.
2. I accept myself the way I am right now, with imperfections.
3. I am entitled to be treated with respect, by myself and others, just because I am a human being.
4. I feel worthy of respect from myself and others.
5. My sense of self and self respect are strong enough to withstand the bumps and bruises of life
6. I feel and show respect for others, and care about fairness and equity for all.
7. I feel worthwhile without needing approval from others.
8. I feel worthwhile even and specially in circumstances that reveal my lack of knowledge, experience or ability.
9. I apologize genuinely and quickly if I hurt someone.
10. I do not bolster my own self respect at the expense of others.
11. I can earn additional respect or regard for new accomplishments.
12. My self respect helps me know when to stop chasing relationships that are not working, when people are treating me disrespectfully, and when the personal cost of compromise needed to maintain a relationship is too high.
13. Even though I am happy with who I am and accept myself as I am today, I am willing to learn and grow.

There are no shortcuts in building life.



SELF HELP TIPS FOR SENIOR CITIZENS

60+ Senior Citizens usually experience the following:-

1. Food Choking
2. Neck Pain
3. Leg Cramps
4. Tingling Feet

The self-help tips given below may help especially senior citizens, before they can get to the doctor.

For,

1. FOOD CHOKING

U only need to "raise your hands".

By raising your hands above your head, the food stuck in your throat will go down by itself.

2. NECK PAIN

Sometimes u wake up in the mornings with pain in the neck. One reason could be the use of wrong pillow. In such a situation, u only need to lift your feet, then pull ur toes & move ur feet in a clockwise or counter clock wise direction.

3. CRAMPS

When u have cramps on ur left leg, raise ur right hand high, when having cramp in ur right leg, raise ur left hand high. You will immediately feel better.

4. TINGLING SENSATION

When the left foot is tingling, swing your right arm with your strength, when the right foot is tingling, swing your left arm with your strength.

Ensure you do not hurt yourself during self help exercise!



STORY TIME

APPRECIATION OF HARDWORK

One young academically excellent person went to apply for a managerial position in a big company. He passed the first interview, the director did the last round of interview, made the decision. The director discovered from the CV that the youth's academic achievements were excellent all the way, from the secondary school until the postgraduate research, never had a year when he did not score or scored poor.

The director asked, "Did you obtain any scholarships in school?" The youth answered "none".

The director asked, "Was it your father who paid for your school fees?" The youth answered, "My father passed away when I was one year old, it was my mother who paid for my school fees".

The director asked, "Where did your mother work?" The youth answered, "My mother worked as clothes cleaner. The director requested the youth to show his hands. The youth showed a pair of hands that were smooth, soft and perfect".

The director asked, "Have you ever helped your mother wash the clothes before?" The youth answered, "Never, my mother always wanted me to study and read more books. Furthermore, my mother can wash clothes faster and better than me".

The director said, "I have a request. When you go back today, go and clean your mother's hands, and then see me tomorrow morning".

The youth felt that his chance of landing the job was high. When he went back, he happily requested his mother to let him clean her hands. His mother felt strange, happy but with mixed emotions, she showed her hands to her child. The youth cleaned his mother's hands slowly. His tear fell as he did that. It was the first time he noticed that his mother's hands were so wrinkled, and there were so many bruises in her hands. Some bruises were so painful that his mother shivered when they were cleaned.

This was the first time the youth realized that it was this pair of hands that washed the clothes everyday to enable him to pay the school fee. The bruises in the mother's hands were the price that the mother had to pay for his graduation, academic excellence and his future. After finishing the cleaning of his mother's hands, the youth quietly washed all the remaining clothes for his mother. That night, mother and son talked for a very long time. Next morning, the youth went to the director's office.

STORY TIME

APPRECIATION OF HARDWORK

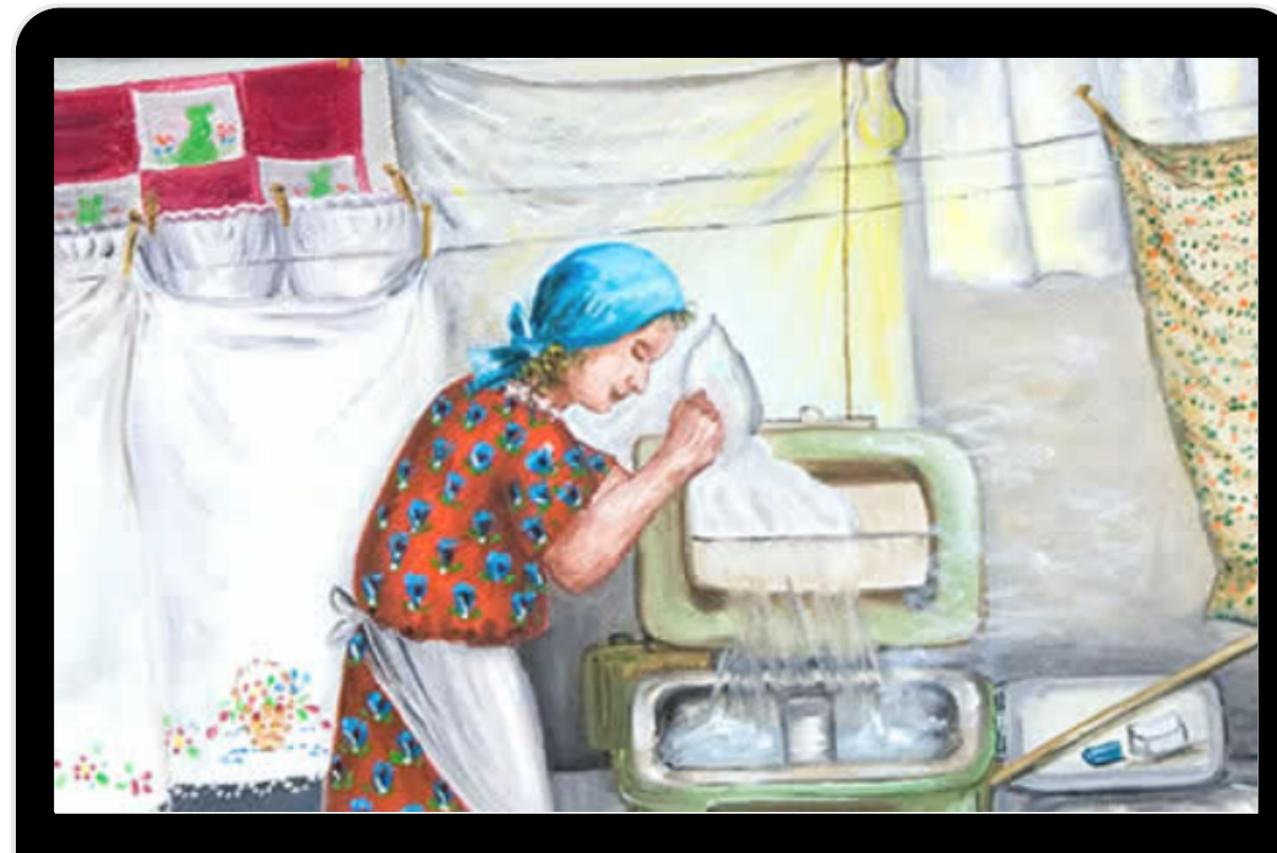
The Director noticed the tears in the youth's eyes, asked: "Can you tell me what have you done and learned yesterday in your house?" The youth answered, "I cleaned my mother's hand, and also finished cleaning all the remaining clothes".

The Director asked, "please tell me your feelings".

The youth said, "Number 1, I know now what is appreciation. Without my mother, there would not be the successful me today. Number 2, By working together and helping my mother, only I now realize how difficult and tough it is to get something done. Number 3, I have come to appreciate the importance and value of relationships".

The director said, "This is what I am looking for to be my manager. I want to recruit a person who can appreciate the help of others, a person who knows the sufferings of others to get things done, and a person who would not put money as his only goal in life. You are hired". Later on, this young person worked very hard, and received the respect of his subordinates. Every employee worked diligently and as a team. The company's performance improved drastically.

Moral: If one doesn't understand and experience the difficulty it takes to earn the comfort provided by their loved ones, then they will never value it. The most important thing is to experience the difficulty and learn to value hard work behind all the given comfort.



STORY TIME

WEALTH WITHOUT A VALUE

A Miser had buried his gold in a secret place in his garden. Every day he went to the spot, dug up the treasure and counted it piece by piece to make sure it was all there. He made so many trips that a Thief, who had been observing him, guessed what it was the Miser had hidden, and one night quietly dug up the treasure and made off with it.

When the Miser discovered his loss, he was in grief and despair. He groaned and cried. A passerby heard his cries and asked what had happened. "My gold! O my gold!" cried the Miser, "someone has robbed me!"

"Your gold! There in that hole? Why did you put it there? Why did you not keep it in the house where you could easily get it when you had to buy things?"

"Buy!" screamed the Miser angrily. "Why, I never touched the gold. I couldn't think of spending any of it."

The stranger picked up a large stone and threw it into the hole. "If that is the case," he said, "cover up that stone. It is worth just as much to you as the treasure you lost!"

Moral: Saving and Spending wisely and appropriately is a good sign if you do it for a Good Reason and Purpose. Otherwise, a possession is worth no more than the use we make of it.



BOOK SUMMARY

MEET YOUR NEXT FAVOURITE BOOK

First Things First: To Live, To Love, To Learn, To Leave a Legacy, offers simple solutions for corporate and family life.

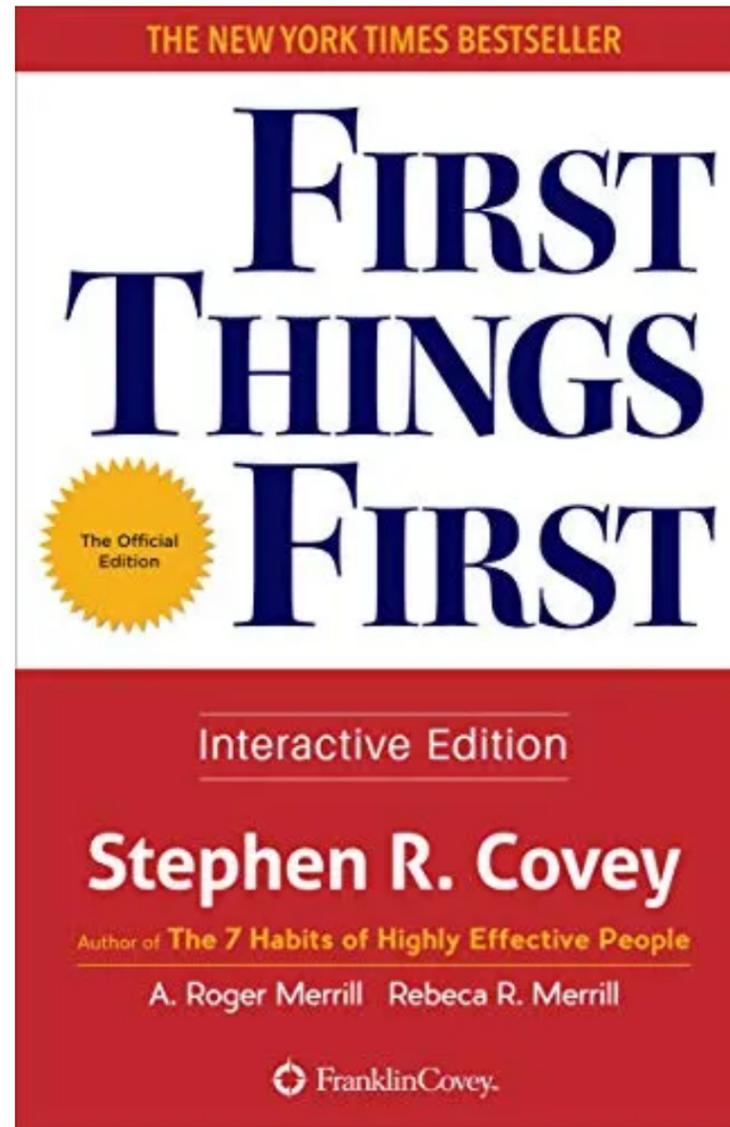
Here are the key insights from the book :

It's all about balance while still meeting your goals. Covey distinguishes his ideas from traditional time management theories. He compares the difference between efficiency and setting priorities with a compass and a clock. How fast you go is not as important as where you're going.

On top of this, Covey reveals a step-by-step pathway for living with fairness, integrity, honesty, and human dignity. These are principles that give us the security to adapt to change. Plus, provide the wisdom and power to take advantage of the opportunities that change creates.

The clock and the compass are not about doing things right. Instead, they are about doing the right things. Covey starts with a personal example. His daughter, feeling frustrated while taking care of her third child, asks for advice. His answer is to relax and enjoy the nature of this new experience. Don't even keep a schedule. Forget your calendar. This baby is the first thing in your life. The author reveals that our struggles can be characterized by the contrast between two powerful tools that direct us:

The clock and The compass



The Clock

The clock represents our commitments, appointments, schedules, goals, and activities. Plus, what we do with and how we manage our time. If the clock guides us, we are guided by making decisions daily, hourly, and moment-to-moment. The clock governs most people. They are guided by the urgency of tasks rather than the end goal. The effect of being governed by the clock is a reactionary, urgent lifestyle that leads to work and life stress, burnout, and crisis management. An easy way to tell if you live your life by the clock is considering whether you are focused on daily planning and prioritization. If you are doing this, you live with emergencies and crises as your foundation. You are pushing out important, but not urgent, activity through daily planning.

The Compass

The compass represents our vision, values, principles, mission, conscience, and direction. It constitutes what we feel is vital in how we lead our lives. The struggle comes when we sense a gap between the clock and the compass. The pain of this gap can be more or less intense. It can make some people feel empty despite their success. Therefore, if you focus more on your compass, you will come to notice your principles are governing your daily, hourly, and moment-to-moment decisions. You will start to learn greater humility and understand you are not always in control. In doing so, you can create a highly educated conscience and, ultimately, keep your first things first.

BOOK SUMMARY

MEET YOUR NEXT FAVOURITE BOOK

DECISION MATRIX

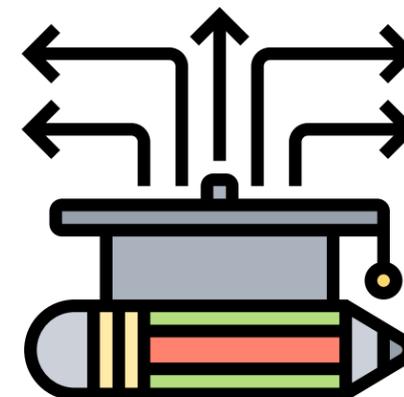
Generations of Time Management

Most people relate to one of the three generations of time management. The first generation is based on reminders and is characterized by simple notes and checklists. The second generation is planning and preparation, characterized by calendars and appointment books. The third generation approach is planning, prioritizing, and controlling. These three generations of time management have a positive impact. However, the gap between what is deeply important to people and how they spend their time remains. There's a need for a fourth generation. We need to move beyond time management to life leadership. This fourth-generation would create results for a better quality of life. Some of us get used to the adrenaline rush of handling crises. Essentially, we become dependent on crises for a sense of excitement and energy. Urgency addiction is a self-destructive behavior that temporarily fills the void created by unmet needs. Urgency addiction is as dangerous as other dependencies, such as addiction to chemical substances, gambling, or overeating.

It is essential to realize that urgency itself is not the problem. Instead, the problem is that importance isn't the dominant factor in our lives when urgency is.

-DWIGHT D. EISENHOWER

	URGENT	NOT URGENT
IMPORTANT	<p><u>Quadrant I</u> <i>urgent and important</i> DO</p>	<p><u>Quadrant II</u> <i>not urgent but important</i> PLAN</p>
NOT IMPORTANT	<p><u>Quadrant III</u> <i>urgent but not important</i> DELEGATE</p>	<p><u>Quadrant IV</u> <i>not urgent and not important</i> ELIMINATE</p>



The Eisenhower Decision Matrix

"I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent."

-DWIGHT D. EISENHOWER

The Four Quadrants

According to the author, we spend time in one of the four quadrants in the diagram.

Quadrant one represents things that are both urgent and important. Quadrant two includes essential activities that are not urgent (the quadrant of quality). Quadrant three includes urgent things, but not critical things (the quadrant of deception). Quadrant four is non-urgent and non-important activities (the quadrant of waste).

The fundamental concept of the book is spending most of our time in quadrant 2.

We have to ask ourselves, 'What are first things'? To answer this question, we must first examine humans' needs and principles.

BOOK SUMMARY

MEET YOUR NEXT FAVOURITE BOOK

HUMAN NEEDS

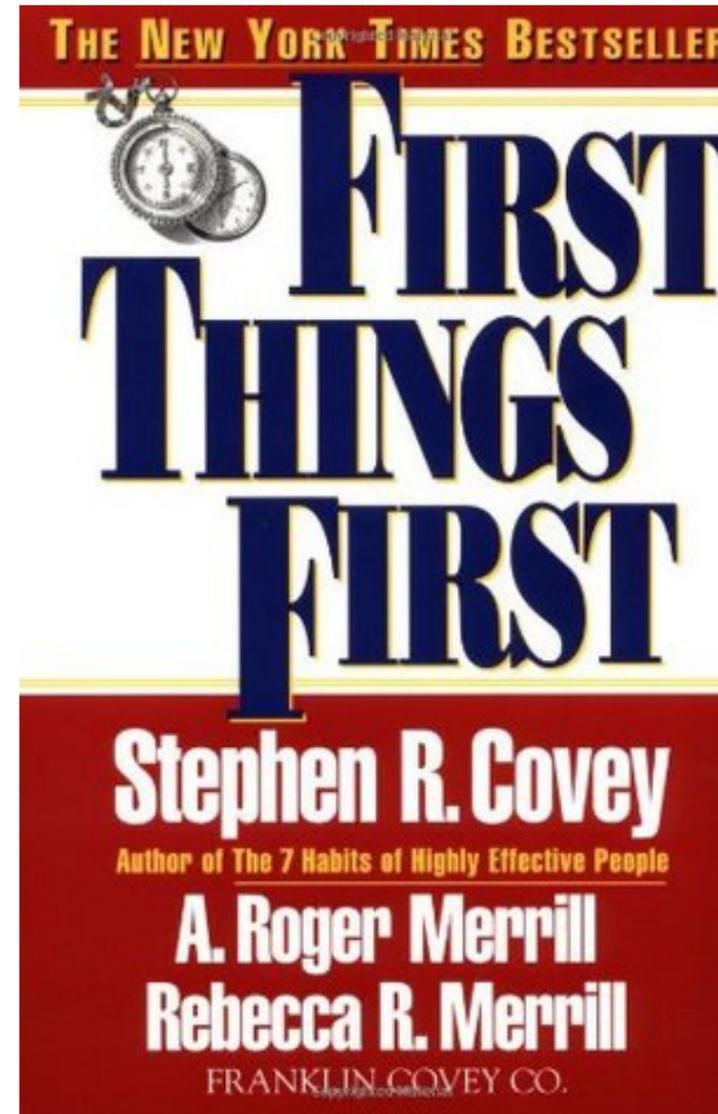
The Four Human Needs

Stephen outlines the four human needs within the book's title.

Fulfillment of the four human needs is captured in the phrase, **'To live, to love, to learn, to leave legacy.'**

The need to live is our physical need for food, clothing, and shelter. The need to love is our social need to relate to other people. The need to learn is our mental need to develop and grow. The need to leave a legacy is our spiritual need to have a sense of meaning, purpose, and contribution.

Any of these needs being left unmet can drive you to urgency addiction. The key to meeting an unmet need is in addressing rather than ignoring the other needs. The way we seek to fulfill these needs is as essential as fulfilling them.



Examples of the Four Quadrants

Here are the four quadrants with examples:

- **Important/Urgent** tasks should be done immediately and personally.

Examples of these tasks would be personal crises, tight deadlines, or tough problems.

- **Important/Not Urgent** tasks should have an end date and done personally.

Examples of these tasks would be relationships, planning, and recreation.

- **Unimportant/Urgent** tasks should generally be delegated to other people.

Examples of these tasks would be meetings or activities that are neither personal nor critical.

- **Unimportant/Not Urgent** tasks should always be dropped.

Examples of these tasks would be trivial activities not related to your principles or goals. Often these tasks will waste your time with few rewards.

Life is good



BOOK SUMMARY

MEET YOUR NEXT FAVOURITE BOOK

TRUE NORTH PRINCIPLES

Key Lessons from “First Things First”

1. Completely change your life, with the principle-centered living concept
2. The principle is under constant improvement
3. The main thing must always be your priority

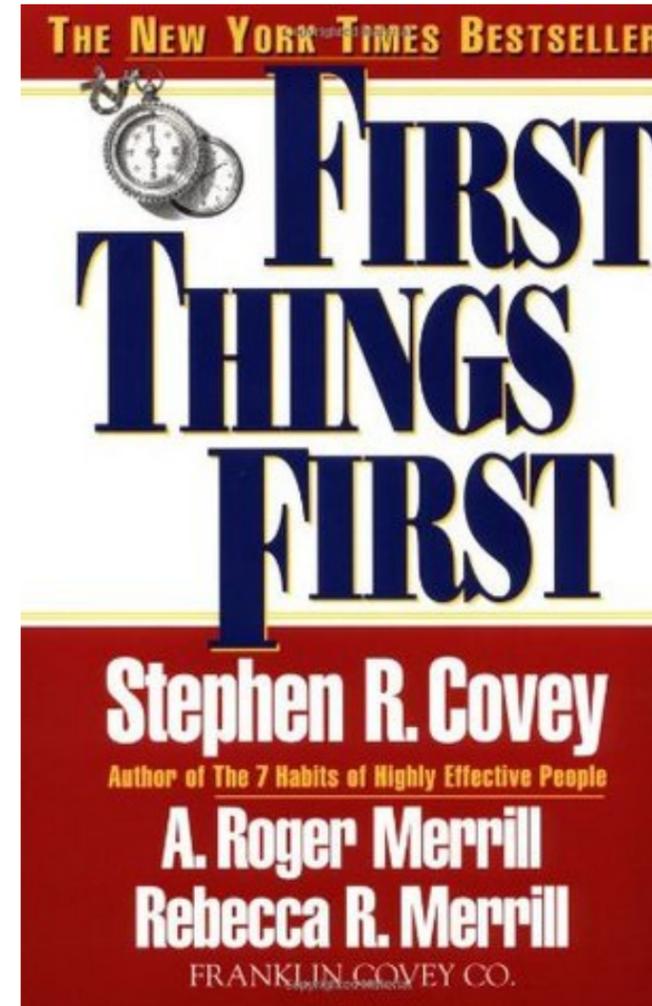
Completely change your life; with the principle-centered living concept

Principle-centered living theory transforms our mindset from time management to individual leadership. Rather than just solving difficulties and looking for solutions, we need to build strong bonds and synergistic relationships. We will start seeing opportunities which we've missed with the previous behavior.

The principle-centered living concept would grant you an opportunity to reorganize your thoughts and the reduce thinking.

The principle is under constant improvement. Principle-centered planning has a transformative nature; it is not just a matter of delegating to different individuals or treating those persons separately. It changes everything; it brings unity, richness, communication, connectivity, spontaneity, and happiness into person's life.

The main thing must always be your priority. Example: **Good health and financial security must always come first.**



How to Incorporate True North Principles

True North principles are a prevailing theme within First Things First. They are universal and timeless, meaning the principles are independent of us. These principles deal with things that create happiness and quality of life results.

The quadrant two organizing process is the process of putting first things first. It is like a garden which needs a gardener. We have to plant, water, cultivate and weed it regularly if we want to enjoy the harvest. According to Covey, daily planning gives us a limited view. At the same time, weekly organizing provides a broader approach to what we do. When you organize the coming week, the first step is to connect with what is most important in your life. List three or four things you would consider 'first' things in your life. Then, identify your roles at work, in the family, and in the community. Much of our pain in life comes from the sense that we succeed in one role at others' expense. The next step is to select quadrant two goals in each role and create a framework for the week. Start with a big rock, followed by pebbles, and fill the rest with sand. Your daily tasks should keep first things first while navigating through the day's unexpected opportunities and challenges.

Equally important is the balance of roles. Each role is vitally important.

BOOK SUMMARY

MEET YOUR NEXT FAVOURITE BOOK

Do Not Compensate with Your Success

Business success can't justify failure in marriage. Success in the community can't justify failure as a parent. Success or failure in any role contributes to the quality of every other role in life. Balance leads to abundance. We may plan our week perfectly. However, unexpected things happen all the time. Therefore, we need to choose how to repeatedly react to the call for urgency. The moment of choice is the moment of truth—a testing point of our character and competence. Over time, our choices become habits of the heart and affect our time.

The integrity in the moment of choice includes three parts: **asking with intent, listening without excuse, and acting with courage.**

The Synergy of Interdependence

The synergy of interdependence is about how our character and competence affect our ability to work with people. Our greatest joy and our most overwhelming pains come from relationships with others. Our roles are interdependent: we are husbands, wives, parents, friends, bosses, employees, co-workers, friends, citizens. Interdependence redefines importance. The fourth-generation paradigm puts people first and things second. Leadership first and management second. Effectiveness first and efficiency second. Purpose first and structure second. Vision first and method second.

Questions to Guide Your Life

The author explains that our thoughts are first thing to change. If we live in a quadrant-true way, we can see our daily tasks more clearly. We realize that we provide an opportunity for growth and improvement. On a typical Monday morning, you see your list of things and must decide how to handle the tasks.

One useful approach would be to ask yourself the following questions:

- Which of these activities is most important?
- What can I safely postpone?
- What can I delegate?
- What can I get out of doing?
- What can I do more quickly?

The Fundamentals of Determining the 'First Things' in Your Life

In this book, Covey provides three concise ways of determining the first things in your life. They are the following:

1. You need to fulfill the four human needs, based on Maslow's hierarchy of needs. They are: live (physical), love (social), learn (mental), and legacy (meaning and purpose). A shared sense of urgency will be produced if any of these needs are unmet.
2. As spoken about earlier, True North is a metaphor for eternal principles that remain across time and society's changes. These include integrity, humility, courage, justice, service, and reciprocity. You must hold onto these principles and consider how they apply to your life.
3. It would help if you considered your endowments, which ultimately allow us to decide between stimulus and response. These endowments, including self-awareness, conscience, and creative imagination, provide us with the power to choose and change.

BOOK SUMMARY

MEET YOUR NEXT FAVOURITE BOOK

Examples of Developing Human Endowments

Actionable examples of how you can develop your human endowments:

- Try to keep a personal journal. This is a high-level quadrant two activity.
- You need to continue to learn throughout your life. So, listen to others, especially those different from you. Respond to points made by people productively. Plus, try to read as much as you can.
- Make promises to yourself and others. Importantly, make sure you always keep them where possible.
- Meditate and listen to your inner voice. Let it guide you and help you maintain a True North.
- Develop a creative imagination through visualization of ideas and the future. Make sure these visualizations incorporate your true principles.



DO WHAT
YOU LOVE

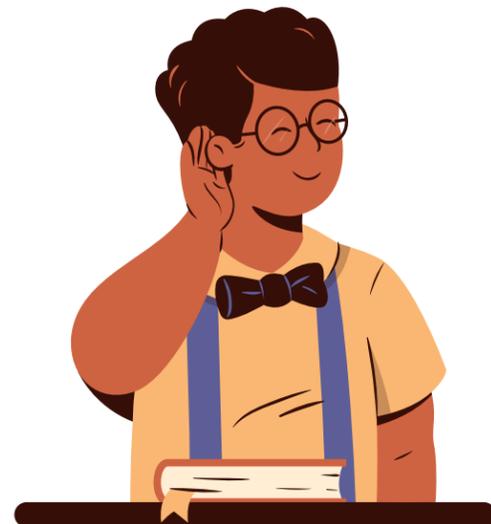


I believe in me



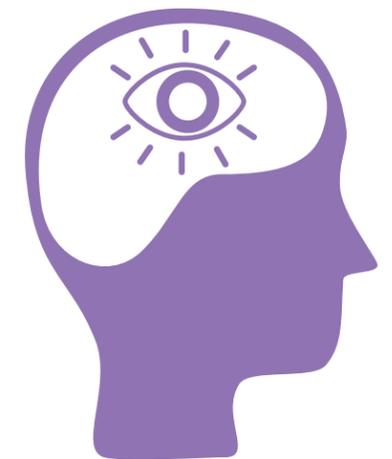
DO IT
FOR YOUR
SELF

DON'T LOSE
FOCUS



KEEP
ON GOING

KNOW YOUR
WORTH



CASE STUDY

AJ BOMBERS: ROI FROM SOCIAL MEDIA EVENTS

Company: AJ Bombers

Website: <http://www.ajbombers.com/>

Source: Hubspot

When thinking about a burger joint in Milwaukee, WI, it is likely hard to imagine a social media marketing pioneer.

But that is exactly what you'll find at AJ Bombers. Joe Sorge, the owner of AJ Bombers and other restaurants in the Milwaukee area, describes himself as an early adopter and saw social media as a way to promote his new burger joint and help it stand out from other restaurants in the Milwaukee area.

Sorge indicated that social media marketing starts with a great product. He believes that he makes the best burger in town, and that gives him the confidence to evangelize and promote AJ Bombers.

A veteran of the hospitality industry, Sorge eliminated all traditional advertising for that he had done for his previous restaurants when he read the book Permission Marketing by Seth Godin.

Before using social media, he relied only on email as a method of marketing his restaurants. AJ Bombers, his newest restaurant, opened as Sorge began to learn and understand social media marketing.



For the folks at AJ Bombers, their first experiment with social media marketing started with Twitter. Sorge learned about Twitter near the opening of AJ Bombers and began using it by conducting searches using Twitter Search to see what people were saying about his restaurant. After a few days of reading comments about his restaurant on Twitter, Sorge decided he wanted to respond to customers; therefore, he signed up AJ Bombers for a Twitter account.

Sorge said that through engaging with customers on Twitter, he learned how to use the tool while beginning to build solid relationships. As he started to see positive reactions from customers talking with him on Twitter, he began to allocate more of his time to this activity. For Sorge, the power of social media became evident to him when he realized that, unlike email, which is often communication between two or a small group of people, Twitter updates can be seen by hundreds and even thousands of people.

Today, Twitter is so important to AJ Bombers, that customers write their Twitter user names on the walls of the restaurant.

CASE STUDY

AJ BOMBERS: ROI FROM SOCIAL MEDIA EVENTS

Sorge and AJ Bombers both have a distinct personality and brand. Because of this, they each use social media in different ways. AJ Bombers is a case study in how to use social media events to drive business results. Events have long been an important part of retail and hospitality marketing, but Sorge has scaled them to a new level using social media.

A burger joint with two oversized deck chairs seems like a solid place to have events, but how do you do it, and how do you make sure the time invested is rewarded with revenue? Sorge has used social media platforms like Twitter, Facebook and, most recently, Foursquare to drive record sales for AJ Bombers.

On Foursquare Day, Sorge set out to top his previous efforts, this time using Foursquare and a boat. He held an event at his restaurant that allowed customers to earn Foursquare's "I'm On A Boat!" Badge, which requires users to check-in to a location that has been tagged "boat." Sorge partnered with a local outdoor retailer to have boats available at AJ Bombers so customers could earn the badge.

Once he decided what badge he was going to help his customers earn, it took a couple of days of work to organize the most successful single-day Foursquare-based restaurant event. During the event, more than 231 people had checked-in to AJ Bombers' "I'm On A Boat!" Badge party.

The event resulted in the single best day of sales ever for the restaurant, and Sorge said he even had to turn away customers because he didn't have the room to accommodate everyone.



CASE STUDY

AJ BOMBERS: ROI FROM SOCIAL MEDIA EVENTS

Some marketers may argue that event marketing is nothing new and that using a location-based service like Foursquare is just adding a new wrinkle. This is the wrong assumption. In interviewing Sorge, my biggest takeaway wasn't that Friday was his biggest sales day ever; it was that Saturday was his 5th biggest sales day ever and that Sunday was one of his best as well. He explained that during the weekend, nothing special had happened to cause this burst in sales, especially considering professional sports teams were playing out of town and the weather wasn't particularly good. Sorge believes that the word-of-mouth buzz created by Friday's event and the speed in which it traveled online generated his best weekend ever.

Marketing stunts can drive a single day of traffic, but social media events can build sustainable and real-time word-of-mouth results that can have an impact on long-term sales.

Resourcing Social Media Engagement and Events

From organizing events to talking with customers on Twitter, it seems like these activities would take a lot of time. They do. Sorge has two solutions for small business owners. The first is to set the right expectations. When using Twitter, Sorge has set the expectation that he will respond back to questions extremely quickly because he enjoys interacting with customers online. He says that if you are the type of business owner who only wants to spend 10-15 minutes in the morning on Twitter, then do that and customers will learn not to expect responses as quickly. Sorge also explains that he has put systems in place to allow him to spend some time away from the day-to-day operations of the business to spend some of his time communicating with customers through social media.

ROI of Social Media Events and Community Building

Sorge explained that in its first 6 months, sales for the new restaurant were relatively flat. About 6 months in, AJ Bombers began to reach a critical mass in its online community and used its new-found community to help promote events. Through this growth, the restaurant experienced 60-80 percent revenue growth that Sorge has tied directly to social media marketing.

Sorge says to make sure your business and your product are ready for attention before you start social media marketing. He explains that social media will only amplify the failures of a bad product. Once your business is ready, he suggests using tools like Twitter Search and Google Alerts to see what people are saying about your business online. Once you have an understanding of what people are saying, then find common interests and begin some conversations with them on social networks.



EXPERT SPEAK
AN INDUSTRY VETERAN FROM A REPUTED UNICORN COMPANY

REBUILDING BONDINGS WILL BECOME A KEY TALENT RETENTION STRATEGY

As the Great Talent Reshuffle continues in 2022 and amidst a tight labor market, organizations are innovating place where all the reshuffling talent wants to end up. This is the time to rethink and strengthen the people development strategy to attract and and retain employees.

Providing and prioritizing psychological safety

Harvard professor Dr. Amy Edmondson defines psychological safety as “a sense of confidence that the team will not embarrass, reject or punish someone for speaking up.” Edmondson found that the team leader must actively create psychological safety because their position of power naturally suppresses a group’s ability to speak up. Google conducted an extensive global study of their teams on what distinguished the best from the average and poor. They replicated Edmondson’s findings, discovering that psychological safety was more important than other factors, including the quality or performance level of the individual members. They found that the best teams did two things:

- They engaged with each other in a consistent practice of empathy, and
- They went beyond inviting people to share their thoughts to actively seeking out every member’s contributions.

Leverage in-person interactions

Power of human relationships should be kept at the center of all learning and development strategies. Workers look to professional development opportunities and company culture to settle down. Research suggests trusted, empathetic relationships are key to human learning, development and performance. But with virtual and hybrid work remaining the norm, organizations may well wonder how to put relationships back at the center of their strategy, both to attract and to retain their talent.

A recent Microsoft study on working from home found that during the pandemic, productivity and innovation dropped as a result of siloing workplace relationships in the work-from-home environment. As hybrid work environments remain in place for the foreseeable future, employers face the ongoing challenge of keeping their workforces engaged and connected. L&D programs that bring colleagues together virtually offer a way to stimulate employee engagement and strengthen relationships, all while contributing to employee and organizational growth. At a time when people are craving socialization, these programs can help to create a sense of connection and contribute to the tight-knit culture that today’s job seekers want.

Retrain to Retain employees

Global industry analyst Josh Bersin has stated multiple times that, “people are the only appreciating asset you have in a business.” Bersin observes that there is power in creating candidates from existing employee pools instead of hiring externally. For this to work, organizations must be willing to hire people with the potential to grow and have the necessary resources to train, reskill and upskill their incoming workforce.

EXPERT SPEAK

A VETERAN FROM A REPUTED MANUFACTURING COMPANY

REBUILDING BONDINGS WILL BECOME A KEY TALENT RETENTION STRATEGY

What a relationship-centered development strategy looks like

As businesses continue to face delays in returning to office, they have an opportunity to focus resources on crafting a people development program that bridges existing relationship gaps and attracts new employees. Whatever their return to office plans may be, employers should work to strengthen their L&D strategies in part by looking to optimize relationships that already exist across their workforces and forge new and stronger bonds where there are opportunities to do so. This might include group coaching and training sessions in-person to bring workers together and facilitate peer-to-peer learning, which can inspire colleagues to learn from one another. One-to-one relationships are also particularly powerful, so companies should establish programs for coaching and mentoring that pair colleagues together for a more direct and continuous touchpoint, encouraging close individual relationships as well as conversations about personal and career development.

Employees and coaches also need direct contact with strategic priorities, and that content should not be orthogonal to the coaching program. On the contrary, management priorities should be surfaced for coaches and mentors to better serve the employee, and the holistic people development program can then support a people strategy and culture that prioritizes employees, their well-being and positive relationships among them while aligning with business goals.

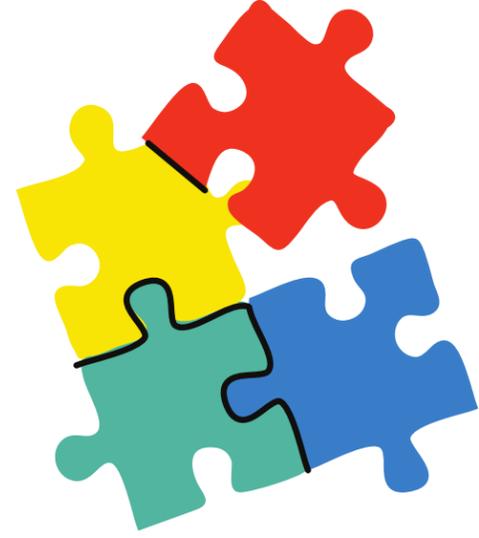
The importance of coaching and mentorship relationships – for individuals, and for businesses

A learning program that links passive learning to experiences with trusted teachers, peers, mentors or coaches is the crown jewel of every great L&D strategy. It can also be key to talent retention and acquisition efforts. While digital learning and content aggregators are important, live coaching casts a halo over the broader learning and development stack. Relationships – like those with coaches, mentors, managers or peers – have the greatest power to catalyze growth and behavior change by creating environments of psychological safety, structure and accountability. These relationships also contribute to stronger retention, which is a growing business priority for companies in the most competitive labor market in decades.

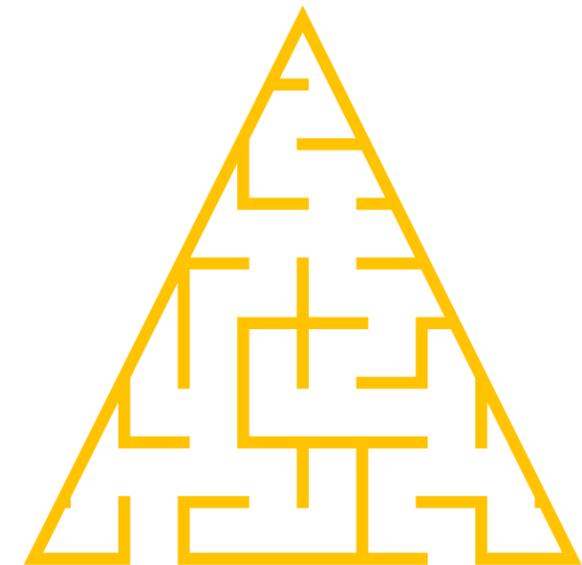
Gallup research finds that the cost of replacing an employee can range from half to nearly double their salary, and that voluntary turnover is costing U.S. businesses a trillion dollars a year. As staggering as these figures are, this research was conducted before the Great Talent Reshuffle took hold. Today's employers face an even greater financial burden from waves of employee departures, and conversely those that are successful in recruiting and retaining talent will see a stronger bottom line. Insights from Torch's platform find that coaching and mentoring increase retention rates to 80 to 89 percent, significantly higher than the industry average of 74 percent. With the soaring costs of replacing talent, these offerings can deliver an ROI of upward of nine times the cost of implementing them, making them a no-brainer in a job market like the one we face today.

As employers navigate a challenging labor market, there is an opportunity to be a company that talent seeks out as the place where they will grow their future careers. By putting the power of human relationships at the center of L&D strategies, organizations will be better placed to attract the best talent amidst the Great Reshuffle and a tight labor market.

BRAIN PUZZLES

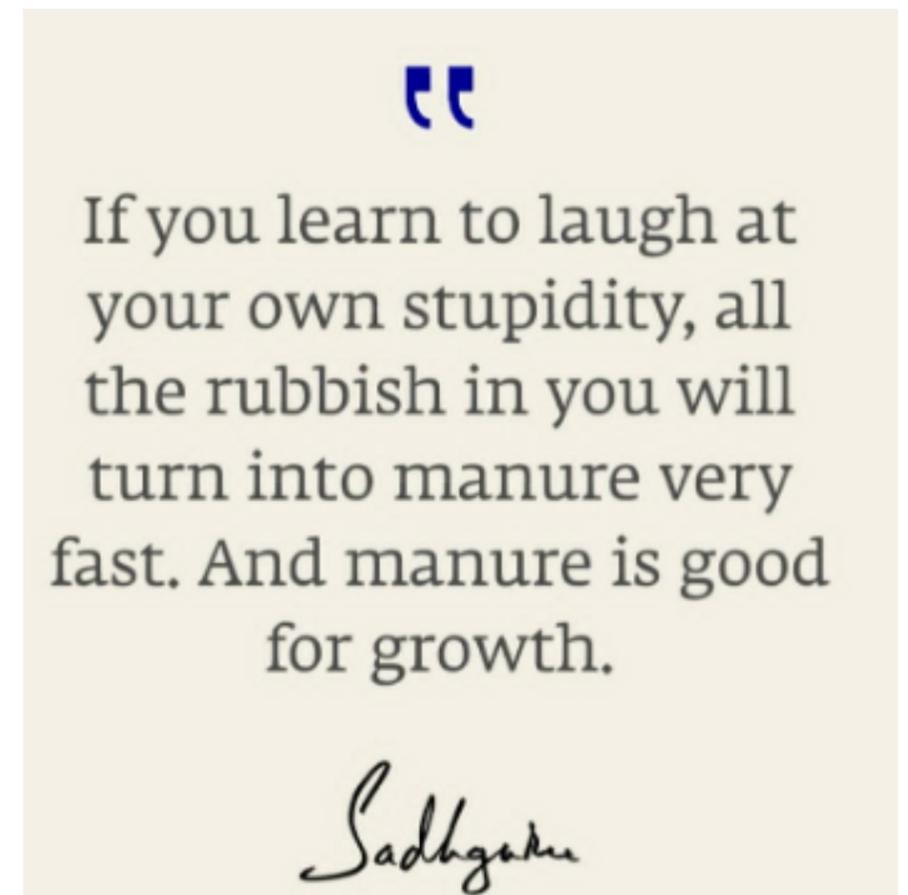
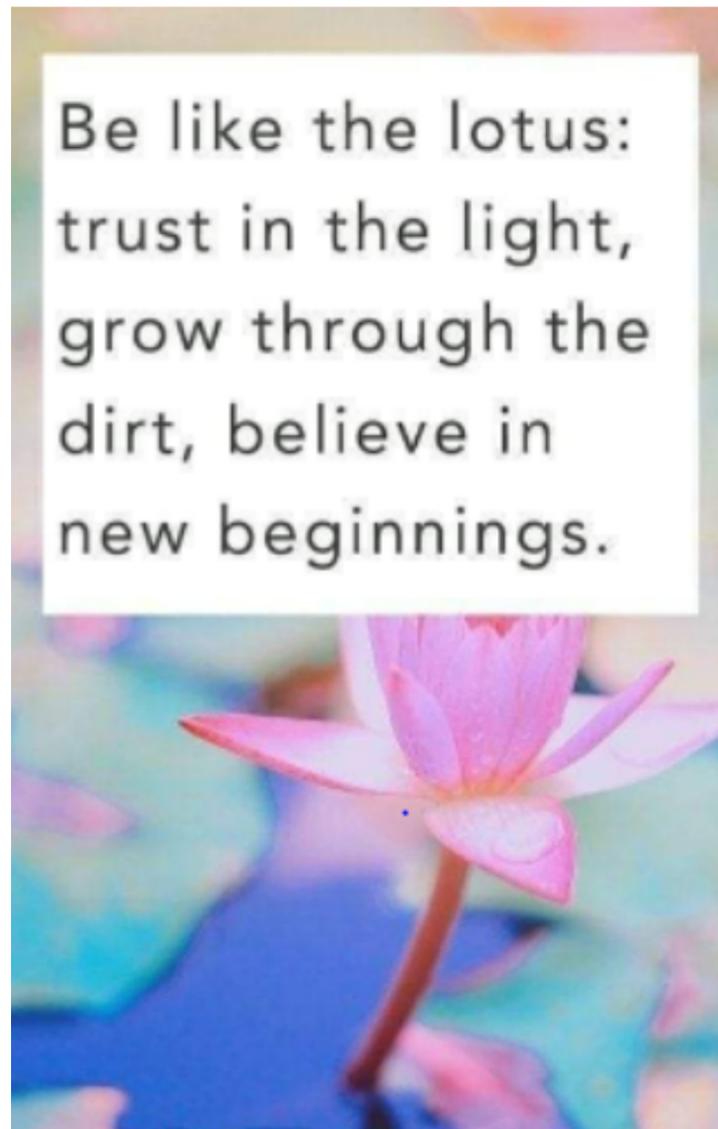


1. What has hands but can't clap?
2. What has many teeth but can't bite?
3. What is so fragile that just saying its name breaks it?
4. People buy me to eat but never eat me. What am I?
5. There is a house. A person enters this house blind but exits it seeing. What is it?
6. Voiceless it cries,
Wingless flutters,
Toothless bites,
Mouthless mutters. Who am I?
7. I am a three-digit number. My second digit is 4 times bigger than the third digit. My first digit is 3 less than my second digit. Guess the number?
8. If eleven plus two equals one, what does nine plus five equal?
9. Which day is near to come but never comes?
10. Which seven-letter word contains dozens of letters?
11. What occurs once in every minute, twice in every moment, but never in a thousand years?
12. The more of this there is, the less you see. What is it?
13. What English word has three consecutive double letters?
14. I can travel the entire world while staying in the corner. What am I?



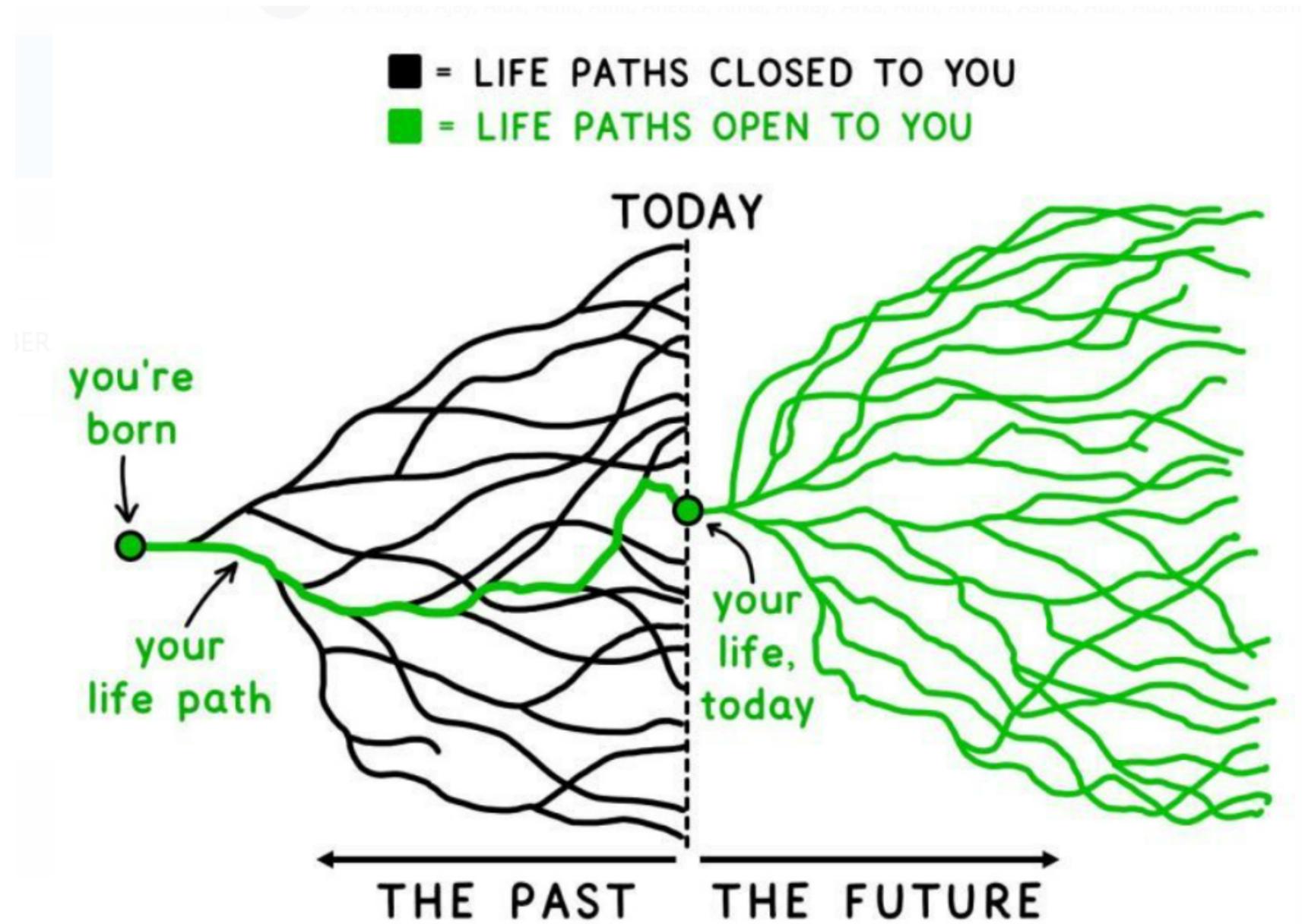
INSPIRATIONAL QUOTES

SIMPLE REMINDERS TO BRIGHTEN UP YOUR DAY



INSPIRATIONAL QUOTES

SIMPLE REMINDERS TO BRIGHTEN UP YOUR DAY



BRAIN PUZZLES

ANSWERS



1. Clock
2. A comb
3. Silence
4. Plates and Cutlery
5. A school
6. The wind. This is another noted riddle from The Hobbit spoken by Gollum.
7. 141
8. 11 o'clock plus 2 hours = 1 o'clock; 9 o'clock plus 5 hours = 2 o'clock
9. Tomorrow
10. Mailbox
11. The letter "M"
12. Darkness, Fog
13. Bookkeeper or Bookkeeping
14. A postage stamp

ABOUT SKILLZY



The image shows a screenshot of the Skillzy website. At the top left is the logo 'Skillzy.in' with the tagline 'Believe Shape Transform'. To the right are navigation buttons for 'Home', 'Events', 'Login', 'Catalog', and 'Contact Us'. Below the navigation is a large banner featuring a group of diverse people smiling and looking at a laptop. The text on the banner reads 'Skillzy Your Gateway to Get Upskilled' in yellow and green, with an 'Enroll Now >>' button below it. Underneath the banner is a section titled 'Digital Learning Solutions' with a sub-header 'LEARNING'. The text describes the team's experience: 'Our team brings more than 240+ man-years of eLearning and digital experience and have successfully delivered projects for local and global customers over several years.' Below this is an 'Explore' button. To the right of the text is a diagram with 'E-Learning' at the center, connected to 'Learning Management', 'Mobile Learning', 'Classroom Training', 'Gamified Learning', and 'Online Courses'. The diagram also includes icons for a graduation cap and a lightbulb. At the bottom of the page, the text 'The Power You Need to Learn Online' is partially visible.

Contact us: **Dynamic LMS - Skillzy**
(www.skillzy.in/dynamic-lms/)

or
Email: info@skillzy.in

Create personalized learning paths and tracks

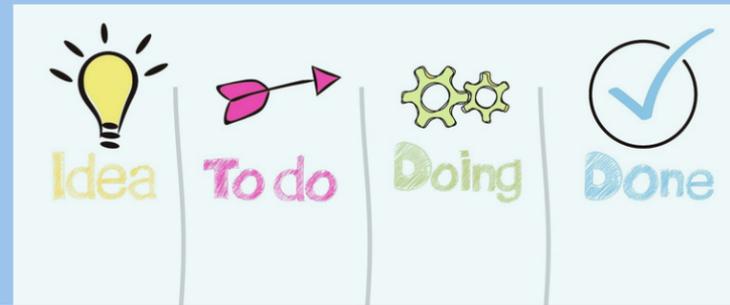
Digital Content / Online Courses / VILTs / LXP

GAMIFICATION and SIMULATION

ASSESSMENT and REPORTING



Why Skillzy



QUALITY AND VALUE CREATION
PERSONALIZED RELEVANT CONTENT
SEVERAL HOURS OF COGNITIVE AND EXPERIENTIAL LEARNING
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HIGHLY COMMITTED
QUALITY TRAINERS AND COACHES
AFFORDABLE
INDUSTRY EXPERIENCE
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Here's what the **HR and L&OD Professionals** have to say about **Virtually Assisted Simulations**



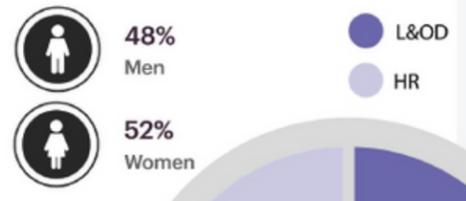
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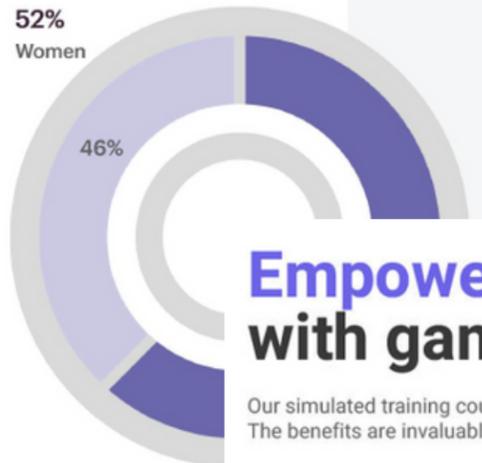


Survey Insights

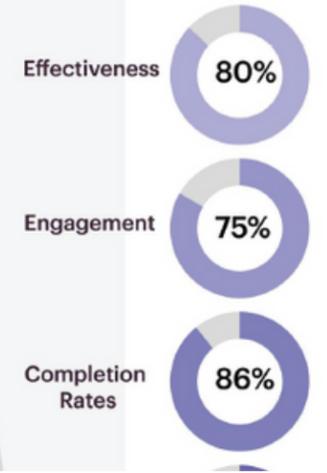
capturing the voices of the 158 HR and L&OD professionals who participated in this survey.



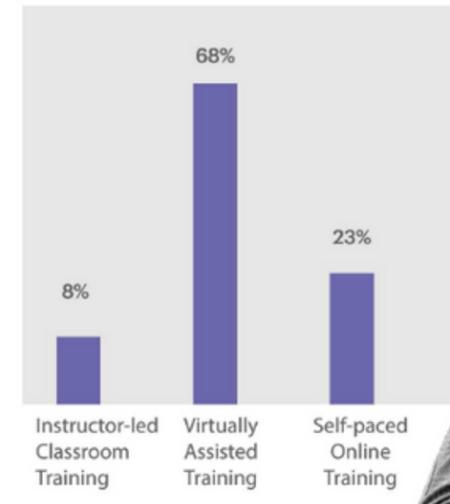
● L&OD
● HR



VAS experience session RATINGS



Training Preferences among the participants of the survey



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- CEO: Imarticus Learning

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	Topic	Games	Topic	Games	Topic	Games	Topic	Games	Topic	Games	Topic	Games
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ELECTIVE	Banking	Contact us for demo	Marketing Research	Contact us for demo	Project Management	Contact us for demo	Consulting	Contact us for demo	Leadership	Contact us for demo		
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	Portfolio Management	Contact us for demo			Operational Research	Contact us for demo			Negotiation			
	Portfolio Advisory	Contact us for demo										
	Derivatives	Contact us for demo										
	M & A	Contact us for demo										

"An ounce of practice is worth more than tons of preaching."
 Mahatma Gandhi



Subject Orientation	Corporate Planning and Strategy		
Brief Description	'The Boardroom' is an interactive on-line simulation game that requires you to co-ordinate with your fellow CXOs, strategize in a decision-making setting to take your company's share price to the zenith. As a top-level management executive you would have to take up a challenging role of the following designations - Chief Executive Officer, Chief Finance Officer, Chief Marketing Officer, Chief Sales Officer, Chief Production Officer and Chief Research Officer. Also includes Ethics, CSR and M&A. You can also Quiz participants on their knowledge level.		

Level	Hard	Tournament	Easy
Human Players	1	Unlimited	1
Computer Players	3	0	0
Game Rounds	5	5-10	0
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- Leading Self: Turn Awareness into Impact
- Leading Teams: Achieve More Together
- Leading Virtually
- Making High-Quality Decisions

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