



Dr. Yogesh Pahuja

Shaping Careers & Building Happy Teams

- ▶ Academic advisor & **Dean B-School**
- ▶ Academics Management & quality monitoring
- ▶ Admission process design & delivery
- ▶ **Campus to corporate training** + MDP + FDP
- ▶ Comprehensive Student development
- ▶ **Faculty HRM, TND, OB, OD, PM, CBHRM**



As an
Academician



As
Head T&D

- ▶ **Complete training cycle** (TNI to Evaluation)
- ▶ Training content development
- ▶ TTT, **Experiential and Behavioral training**
- ▶ **ISTD + certified Thomas profiler**
- ▶ Solution oriented long-term training
- ▶ Empaneled consultant trainer & subject expert



As
HR Retainer
Consultant

- ▶ **Recruitment & Selection**
Process Design
- ▶ Tools for interviewing + BEI + CBHRM
- ▶ **Performance appraisal & employee engagement**
- ▶ Standardizing **HR systems and policy manual**
- ▶ Graduate & management trainee programs
- ▶ **Campus recruitment expert** & head MDP

**Functional
Dexterity**



As
Happiness
&
OD Expert

- ▶ Building **happy teams that perform**
- ▶ Happy work culture for profitability
- ▶ Solving **employee performance and productivity issues**
- ▶ Individual and professional counselling
- ▶ **Happiness Audits** and interventions
- ▶ **3D model of Happiness and Happiness Inventory**

As an
Author &
Researcher



- ▶ **3 books authored** - 'Study abroad', 'Training and Development', and 'are you happy@work?'
- ▶ Authored **over 100 articles** in TOI
- ▶ Several White Papers
- ▶ Personal library of over 500 books
- ▶ Employee opinion survey, **RBI customer satisfaction survey & Market research.**
- ▶ **Questionnaire & objective preparation expert.**

As an
Entrepreneur



- ▶ Self-employed in **services, consulting and trading.**
- ▶ **Innovative services** pioneered & delivered.
- ▶ Experience as independent business unit head.
- ▶ Evolved as a **problem solver in consulting domain.**
- ▶ Managed **marketing, P&L, team mgmt., admin** etc. at micro level.
- ▶ Exposure to **FMCG, Education, Corporate HR & Training, Recruitment, Industrial Trading and exports.**

Summary



OD Facilitator & Trainer, Faculty, Operations Head, Author, & Corporate Happiness Expert with 20+ years' experience and a **perfect blend of Corporate, Academic & Research orientation** along with diverse industry exposure. Working Clients include MNC's & Indian Companies. Subject Domains includes **L&D, T&D, OB, OD, HRM, & Psychology**. **Expertise includes content designing & delivering workshops, HR / OD interventions & behavioral training.**

Author: 'Training & Development' & 'Are you happy @ work?'

Creator: 'Happiness Inventory'

Education



- Jan '09 - Jan '14 ● **Ph.D (Management)**
KSV University, Gandhinagar
Guide: Dr. D.M. Pestonjee (Retd. Prof IIM-A)
Developed H.I. - Happiness Inventory and evolved a 3D model of Employee Happiness and 4D model to build happy teams.
- Dec '13 ● **MDP (Innovating for Excellence)**
IIM Ahmedabad
Programme for leaders in Management Education - Covered student engagement, Alumni engagement, faculty development, MDP etc.
- Jan '10 ● **Dip.Tr**
ISTD – Indian Society for Training & Development
Completed 18-month diploma in Training with 64.6%
- Jan '05 - Mar '06 ● **PGCHRM**
XLRI – Xavier Labour Research Institute
- Jun '93 - Apr '95 ● **PGDM**
SCMHRD – Symbiosis Centre for Management & HRD
Two years full time PG in Management. Result: 69.78%.
- Jun '90 - Apr '93 ● **BA (Psychology Hon)**
St. Xavier's College
Covered 11 papers in Psychology, 4 papers in Statistics across 3 years. University Rank Holder.
Result: FY=72.1%, SY=72.4%, TY= 68%.

Professional Experience (20+ Years)



- Nov '20 - Present ● **Learning and OD Specialist, Happiness Coach**
Happiness Studio **Location:** Ahmedabad / Pune / Hyderabad
 - ▶ **Happiness Coaching** - Happiness @ Work Coaching, Building Happy work culture, Happiness Audits, Happiness Inventory to identify happiness factors @ work place.
 - ▶ **TnD & OD initiatives** - Graduate & Management Trainee Programs, Team Building, Decision making, BEI, OD, Behavioural Training, FDP, MDP, employee engagement, TTT.
 - ▶ **Subject domain** - TnD, OD, CBHRM, PM, OB, Assessment Centre, Thomas Profiling, Industrial Psychology, Managerial Counseling.
- Apr '20 - Oct '20 ● **Associate Vice President (AVP) – Learning**
CIIE.CO - IIM Ahmedabad **Location:** Ahmedabad
 - ▶ Develop and lead the development of learning resources including cases, toolkits, curricula, training programs, etc.
 - ▶ Ensure use of learning resources in training programs undertaken or facilitated by CIIE.CO
 - ▶ Partner with organizational peers to identify learning opportunities that merit the development of resources and conducting of programs
 - ▶ Ensure publication learning resources on appropriate platforms, where necessary
 - ▶ Support portfolio startups by training and coaching
- May '14 - Mar '20 ● **OD & HR Intervention / Corporate Training / HR Services (Consulting) / FDP / Teaching**
Happiness Studio **Location:** Ahmedabad / Pune / Hyderabad

Retainer consultant for independent projects like Graduate & Management Trainee Programs, Building Happy Teams, Faculty Development Expert, Corporate Training, OD Interventions, HR Consulting, Workshop Faculty. Authored two books.

Professional Experience (20+ Years)



- Jan '11 - Apr '14
- B-School (Academics / Teaching / Industry interface / Research)***
Sadhana Centre For Management and Leadership Development Location: Pune
Director – Academics & MDP + Core Faculty HR
- ▶ Responsible for overall operations, academics and MDP.
 - ▶ Prepared complete admission test and selection procedure (2 years) including the TAT based psychometric test.
 - ▶ Introduced the concept of 'Sanskriti' – a foundation day celebration by the students in line with the sanctity and working philosophy of the institute.
 - ▶ Worked on academic course structure for PGPEL and also taught TnD in APEL plus workshops for HR students.
 - ▶ Industry interface with personal visits for feedback of students during their summer internship.
 - ▶ Regular student counselling, admin affairs, applications, exam monitoring etc
 - ▶ Delivered FDP at JSSGIW Bhopal on behalf of SCMLD as subject expert.
- Mar '10 - Jan '11
- B-School (Academics / Teaching / Industry interface / Research)***
Re Vera School Of Management Location: Navi Mumbai
Director - Academics
- ▶ Carried out value exercise and evolved 4 values as working philosophy of ReVera SOM namely Respect, Trust, Pride and Self-Discipline
 - ▶ Created 2-year PGDM Syllabus from a scratch encompassing 1600 classroom hours, 4 semesters, 6 specializations along with student manual, code of conduct, faculty evaluation, student grading system.
 - ▶ Introduced concepts like "Akanksha" – Fresher's induction by seniors, PACE – Personal Awareness and Career Exploration (A conviction building placement Training module with OBL).
 - ▶ Introduced "Vipassana" for students and staff.
 - ▶ Academic Initiatives like Book Reviews, compulsory Library hours, uniforms etc introduced.
- Apr '07 - Feb '10
- Corporate recruitment / Training / HR Services (Consulting)***
The Human Matrix Location: Ahmeabad
Principal Facilitator
- ▶ Corporate Trainer for behavioural and soft skills Training plus OD Interventions.
 - ▶ Visiting faculty and trainer at CEPT University, SCMHRD & SCMLD for topics like Job Analysis, contemporary HR, Assessment Centre, In basket exercise, Strategic HRM and an Adjunct Faculty for HR - MBA at AES PGIBM [HL-MBA], Ahmedabad
- Apr '04 - Mar '07
- HR Consulting / Operations / Teaching / Training***
United HR Solutions Pvt. Ltd Location: Mumbai
Executive Director
- ▶ HR consultant and Trainer, heading operations in Mumbai and providing Recruitment & Selection services, Thomas Profiling, Customer satisfaction surveys and related HR interventions to corporate.
- Apr '02 - Mar '04
- Teaching / Training / Operations***
TIME Pvt. Ltd Location: Mumbai
Regional Manager
- ▶ Responsible as a key person heading the operations in Mumbai and instrumental in setting up operations to a four-branch set up with team of 50 people and student market base of over 2000.
 - ▶ Involved in taking seminars, counselling students, average of 40 hours per month of teaching on aptitude test preparation apart from over all operational and administrative responsibility.
- May '95 - Mar '02
- United Academy – Professional Tutorials*** Location: Ahmedabad
Chief Counsellor / Centre Head
- ▶ Responsible as a key person heading the operations as franchisee of Professional tutorials.
 - ▶ Involved in coaching students for competitive exams, counseling them on career choices, higher studies, training them on Group discussions, personal interviews, grooming them on self-development, column writer in Times of India.
- May '89 - May '93
- Trainee (FMCG / Distribution / Sales)***
Yan Enterprises, Yan Exporters Pvt. Ltd. Location: Ahmedabad
- ▶ First hand experience in FMCG Retail Distribution, Inventory Management, Sales Routes, Front Line Sales & Recovery.

Corporate Experience: Key OD Interventions



Graduate & Management Trainee Program – Bridgestone India Pvt. Ltd.

Location: Pune | **Duration:** 14 months

Professional Growth Lab – Bridgestone India Pvt. Ltd

Location: Indore | **Duration:** 1 Year

- ▶ **Issue:** A group of 12 Sr. Managers were to be promoted to rank of DGM, but they had no management exposure and were purely technical people working with the company for 8 years on an average.
- ▶ **Need:** To groom them to take up higher responsibility, see the bigger picture and be able to delegate, empower and command respect through their work.
- ▶ **Tools:** Smiley scale, intervention / workshop each month – 5 phases in ascending order, continuous monitoring, included counseling at the Plant too.
- ▶ **Objective:** This program spread across a year aimed at providing professional growth to the selected group of team members. It includes functional, behavioural and managerial skills up gradation.
- ▶ **Result:** Successful completion. All qualified and promoted to DGM. Currently two have become GM.

Interpersonal Relationships & Team building at work place – Intas Biopharmaceuticals

Location: Ahmedabad

- ▶ **Issue:** Lack of cohesiveness between three departments QC, R&D, and Production
- ▶ **Need:** To bring the three department together as a team and communicate effectively
- ▶ **Tools:** Gestalt psychology-based questionnaire modified to suit requirement. "I" to "We" approach and appreciative inquiry.
- ▶ **Objective:** To enable the participants, understand and apply the basics of business communication through experiential learning. To help the participants understand and improve upon their internal and external customer orientation.
- ▶ **Result:** Impact was seen post lunch from day 1 of the session. Towards end of the 2 days the participants admitted having made wonderful friends from the other departments.

Customer Satisfaction Survey – Reserve Bank of India (RBI)

- ▶ **Issue:** PAD –Public Accounts department, DAD – Deposit accounts department and PDO – Public Debt Office had come under scrutiny for service by RBI. RBI thus needed to hire an external agency to carry out a survey across customers of these three departments.
- ▶ **Need:** To improve upon the customer service
- ▶ **Tool:** Questionnaire designed by self and approved by RBI
- ▶ **Objective:** To carry out customer service survey of the three departments PAD, PDO and DAD with respect to the following two criteria:
 - ▶ Timeliness of Services delivered as per the Citizen's Charter
 - ▶ Levels of Customer Relations maintained.
- ▶ **Result:** The recommendations were implemented in phased manner across a period of one year.

Competency based Assessment / Development Centre for Sr. Management – Uni Klinger

Location: Pune

- ▶ **Issue:** The Company wanted to identify the competencies of the top management and develop them to prepare for the upcoming expansion plans.
- ▶ **Need:** Level 1 employees were put through a Development Centre. A combination of various tools and techniques were administered to evaluate the competencies of the employees.
- ▶ **Tools used:**
 - ▶ BEI (Behavioral Event Interview)
 - ▶ GD (Group Discussion)
 - ▶ Case Studies
 - ▶ Written Presentation on Aligning to Organizational needs
 - ▶ Written Presentation on Improving Departmental Performance
 - ▶ Presentations
- ▶ **Output of the development Centre:** The data from the development centre was used to make decisions and also to give feedback to participants and it became the wellspring of a new stage of development in the participants' life. Thus, the end product of the assessment assumed the utmost significance. The report included:
 - ▶ Brief Personal Profile
 - ▶ Summary of Performance
 - ▶ Developmental Advice and Action Plan
 - ▶ Organizational Actions

'Service Excellence' – Initiating a culture of service & customer orientation – Cama Hotels

Duration: 6 Months

- ▶ **Issue:** Cama hotels seemed to be losing business on account of lack of repeat business from their customers. As a result a survey carried out cited reasons of lack of service and customer orientation.
- ▶ **Need:** It was noticed that complacency had sunk into the employees at various levels and lack of customer orientation was affecting business.
- ▶ **Tool:** Smiley scale, Role plays, open house, confrontation technique, T-Lab across 6 months.
- ▶ **Objective:**
 - ▶ Communicate in work place politely, professionally & work in-group.
 - ▶ Maintain personal presentation standards.
 - ▶ Provide effective service to colleagues and customer.
- ▶ **Result:** The next two quarters reported repeat business from 30% of the customers initially lost on account of bad service.

Corporate Experience: Key OD Interventions



Thomas Profiling

Thomas PPA-HJA reports were generated for several clients followed by feedback and counseling sessions as required by the client. Some of the clients were:

- ▶ Sumaria Group – Kenya
- ▶ Tissakin – Congo
- ▶ Waterman – Dubai
- ▶ Geepee Industries – Nigeria
- ▶ Mac Group – Tanzania
- ▶ Tilda – UK (United Riceland)
- ▶ Wagh Bakri Group
- ▶ United Spinners – Nigeria
- ▶ Sunflag Group – Nigeria / Tanzania
- ▶ Chanrai Group – Nigeria
- ▶ Avon Crown Caps – Nigeria
- ▶ Crown Berger - Kenya

Work Force Diversity – ‘Building appreciation for diversity’ – Genpact Hyderabad.

- ▶ **Issue:** The bottom band of the company had 70% female employees where as the top band had merely 1%
- ▶ **Need:** To increase representation of the female employees in the top band to 5% and effectively break the glass ceiling.
- ▶ **Objective:** To build in appreciation among the HR leaders across organization about the issue of diversity and help them to appreciate the role of women in the top management.
- ▶ **Result:** The group of HR managers from across the country and Philippines were trained on this issue. Consequently, they were supposed to carry out the similar interventions in their regions to nip the petty problems in the bud arising out of diversity.

Employee opinion Survey and ‘great places to work’ initiative – Absolute Surveyors

Location: Ahmedabad

- ▶ **Issue:** The company aspired to be listed in the ‘great places to work’ but lacked direction and employee support.
- ▶ **Need:** The management therefore needed to know if it was possible to garner the support from employees to become one of the ‘great places to work’ and thus work upon the areas they needed to plug-in and improve.
- ▶ **Objective:** To carry out employee opinion survey in order identify the grey areas in operations and review the HR policies and practices in the interest of the organization and its initiative to get listed in the ‘great places to work’
- ▶ **Result:** Employee opinion survey opened a host of issues that the management could not handle. This was informed to them before starting the survey. However the employees started to identify with the company and attrition reduced. A lot of processes and policies have been streamlined however they have not yet been able to get themselves listed in the ‘great places to work’.

Other interventions used:

- ▶ Outbound experiential learning for Bridgestone, United HR Solutions, SCMLD.
- ▶ ‘Open house’ technique used at Intas, Cama, SCMLD.
- ▶ SMT – self managed teams.
- ▶ Job Analysis at Classic Stripes and Durabuild technologies Pvt Ltd, Mumbai.
- ▶ Level 1, level 2 and level 3 Training evaluations as per Kirkpatrick model when required.

Workshop based Interventions – A snap shot

“Negotiation Skills” for FedEx at Mumbai

Location: Mumbai

- ▶ **Issue:** Bad Debts increasing.
- ▶ **Need:** Finance people responsible for recovery unable to carry out collection effectively.
- ▶ **Tool:** Negotiation skills
- ▶ **Workshop Objective:**
 - ▶ To help build Negotiation Skills into a Corporate Capability
 - ▶ To appreciate the negotiation process
 - ▶ To understand how to leverage one’s bargaining style in different situations
 - ▶ To highlight the importance of communication in negotiation and discover how much of a listener one is through an inventory.
- ▶ **Result:** Bad debts reduced by 40% in next 6 months.

“Performance Appraisal” for Rasna

Location: Ahmedabad

- ▶ **Issue:** High attrition due to uneven salary distribution among sales staff.
- ▶ **Need:** To have an attractive and aggressive incentive-based pay structure and appraisal system
- ▶ **Tool:** Created PAT – Performance appraisal tool linked with incentive for implementation at the company.
- ▶ **Workshop Objective:**
 - ▶ To help the participant understand the use of Performance Appraisal
 - ▶ To demonstrate and learn how to carry out a performance Appraisal Interview.
- ▶ **Result:** After a year, attrition reduced significantly of the sales staff.

Other Workshops:

- ▶ Work in a team effectively.
- ▶ Communicating for Business
- ▶ Customer Service & Communication
- ▶ Counselling for Effective Team Management
- ▶ Effective Interviewing Skills
- ▶ Facing job interview and Communication Skills
- ▶ Leadership and Supervisory Skills
- ▶ Presentation Skills
- ▶ Planning your career objective
- ▶ Stay positive in Tough work Environment
- ▶ Team Effectiveness and Time Management
- ▶ Understanding Leadership qualities and Team working
- ▶ Understanding the PPA-HJA System/ Thomas Profiling
- ▶ ‘In-Basket’ exercises for a career in Marketing.

Corporate Experience: Key OD Interventions



Professional Memberships:

- ▶ Member IMCI – Institute of Management Consultants of India
- ▶ Member ERA – Executive Recruiters Association.
- ▶ Member BPS – British Psychological Society
- ▶ Member NHRD – Member National HRD network

Key Academic & Research Projects



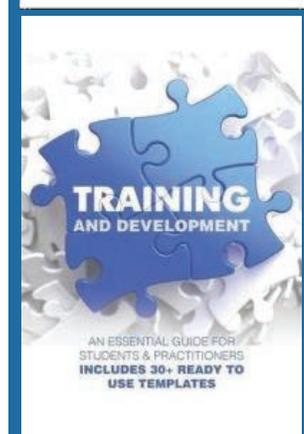
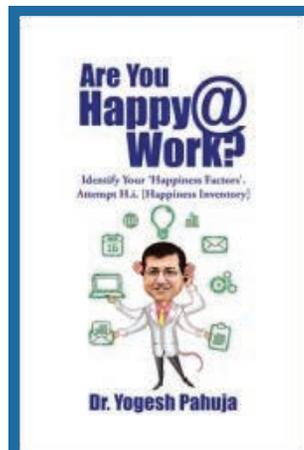
- ▶ Developed industry endorsed course for L&D.
- ▶ **Facilitated experiential learning** through workshop mode for 3-credit course of LnD.
- ▶ **Introduced and trained faculties** for case study-based pedagogy in class.
- ▶ **Guide** for project reports, summer internships, field assignments and SMT.
- ▶ **Visiting faculty and guide** at AES-PGIBM- Ahmedabad University, SCMHRD-Pune, SCMLD-Pune, CEPT – University, Ganpat University, KSV University and Gujarat University.
- ▶ **Subjects Taught:** Learning and Development, Organizational behaviour, Research methods, Performance appraisal, Organization development, Employee Engagement, Human resource Management, Assessment and development Centre, competency based HRM, Creating a performing employee.
- ▶ Delivered **Faculty Development Programme** at SCMLD, Ganpat University and JSSGIW as a Subject Expert.
- ▶ **Developed** 'Training & Development' 3 credits course for SCMHRD 2008-09
- ▶ **Developed** 'Human Resource Management' 3 credits course for MTM and CPM - CEPT University
- ▶ **Developed** 'Training & Development' + 'Learning and development' modules exclusive for batch of SCMLD Students
- ▶ **Faculty for CAT** (Verbal area), GMAT, GRE, TOEFL, SAT and other MBA entrance / competitive exams at United Academy / PT.
- ▶ **Taught** for two years batches at IIT Powai on MBA entrance, Group discussions, Interviews on behalf of TIME.
- ▶ **Delivered seminars** across 30+ colleges in Mumbai on career options for TIME.
- ▶ **Career Counselling**, staff training, counsellor training, student progress monitoring etc.
- ▶ Conducting **Selection tests, Talent Search Exam** across the city, counselling of students and parents.
- ▶ **Carried out research** to establish correlation between IQ of students and their placements.
- ▶ **Research guide** for several academic and internship projects.

Publications



White Papers

- ▶ ISSN 2229-4937 – 'Indian Journal of Positive Psychology' – June 2012 **Understanding Positive Psychology**
- ▶ ISSN 0976-7487 – 'Psyinsight' – March 2012 – **Work culture & happiness: What makes employee happy at work place?**
- ▶ eISSN 2455-6289 – 'International Journal of Science and economics invention' - March 2016 - IJSSEI Volume 2 Issue 2'
- ▶ **The Effects of Occupational Stress and Emotional Intelligence on Individual Happiness – Causal Analysis. Authors: 1Dr Yogesh Pahuja, 2Dr. S.M. Khan, 3Prof. D.M. Pestonjee**
- ▶ ISSN 2395-7808 - 'National Journal Of Psychology' - Volume 2 Issue1 - April 2016 – **Effects of Occupational Stress and emotional intelligence on Organizational Happiness - Causal Model Authors: Pahuja Yogesh, Khan S. M., Pestonjee D.M.**



Paper Presentations

- ▶ **"Constructs of Positive Psychology"** Research paper presented at XLRI- Xavier Labour Research Institute Jamshedpur in April 2005
- ▶ **"HR Roles - The present and Future Quality of HR Services"** Research paper presented at XLRI- Xavier Labour Research Institute Jamshedpur in April 2005
- ▶ **"Tools and Techniques for Pre-employment Screening"** Half day paper presentation at Executive Recruiters Association (ERA) Dec 2006

Other Publications

- ▶ **News Paper Articles: Over 100 on** topics like MBA, Career Choices etc as a column write for Times Of India.
- ▶ **Books Authored:** Published by Partridge (A Penguin Random House Company), available on Amazon.in
- ▶ **"Training & Development":** An Essential guide for students and practitioners. Includes 30+ ready to use templates.
- ▶ **"Are you Happy @ Work?":** Identify your happiness factors. Attempt Happiness Inventory.

