

Course Name: AI in Human Resource Management

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Lecture- 37

Lec 37: HR & Company Culture (Part-1)

Hello learners, welcome back to the course on AI in human resource management. We move to the last module where we'll be looking into one of the most critical aspects of human resource management, which is culture. Many times, we see individuals who complain, 'I left that organization because of its culture' or 'The organizational culture was not conducive to my development, improvement, or learning.' So often, we see culture as a barrier, a factor that stops you from growing. So let's understand company culture.

In this module, specifically this lecture, we'll look into what company culture is, the different aspects that shape it, strategies to enhance it, and we'll examine how to measure company culture. Often, what we cannot measure, we cannot rectify. So if there are shortcomings or problems, we'll explore the tools and specific aspects used to measure company culture and how AI plays a critical role in these areas. We'll have some

real-time understanding of some software and AI platforms used to enhance company culture. That is why I've divided this lecture into two parts. Part one will focus on culture, strategy, and measurement, while real-time case studies will follow in part two. I'm Dr. Abraham Cyril Issac. I'm an assistant professor at the School of Business, Indian Institute of Technology, Guwahati.

Now, when you talk specifically about HR and company culture, we'll see that many times there are a couple of people around you in an organization. Either they help you

grow or they they will curtail your growth. So either way, they are significant, and you cannot actually discount them. You cannot actually be indifferent to them.

In that particular scenario, company culture is relevant because it plays a significant and vital role in your development throughout your career within the organization. Let's look into company culture in a more detailed fashion. When you talk about culture, Company culture specifically encompasses an organization's values, beliefs, attitudes, and behaviors. While intangible, it is most clearly expressed through employees' actions.

So I'm not going into the detailed definitions of values, beliefs, and attitudes. Specifically, if you want a clear understanding and the distinction between them, I would definitely suggest you go through my organizational behavior course on the NPTEL platform. But that said, when you look into company culture, we have an amalgamation of all these positive aspects, all these aspects. Typically, it might be positive, which I hope for, but otherwise, there are situations where these are negative also. So when you are looking into company culture, it is embedded in every company process.

It is significantly impacting the accomplishment of strategic objectives. So you look into a company, employees who align with and embody the company's desired culture tend to be more productive and tend to be more loyal. And also you'll see that maintaining a culture that aligns with the organization's mission leads to a stronger business or business outcome in general. When you look into company culture in a more closer fashion, You will understand that company culture plays a crucial role in organizations' goal to achieve competitive advantage.

And in order to attain this particular competitive advantage, an organization has to Make sure to have strong foundations in company culture that nourishes employee engagement. So a culture, please note, not aligned with the company goals and strategies hinder growth and negatively affects the overall performance. So unlike, you know, strategy and business processes, company culture is unique and cannot be copied. So this uniqueness is what matters.

establishes company culture in a typical way and the significance of that when you look into strong culture it motivates employees and without it please note good processes

won't lead to results so a strong culture leads to more loyal, satisfied employees for the reinforcing the importance of the culture. So company culture strongly influences profitability, affecting not just the results, but also how they are typically achieved. So when you are looking into the success of an organization, many a time, The measure boils down to top line or the bottom line of the company and company culture plays an inevitable role in terms of the profitability in organization.

So, sustaining and improving company culture is a continuous effort that should never stop. So, this particularly underscores the relevance of company culture. Now, when you look into the effects and challenges of company culture, you see that There are certain misconceptions about company culture because I'm trying to establish a clear understanding of what exactly you mean by company culture. And there are, unfortunately, certain misconceptions which we will try to change here.

So many organizations mistakenly believe company culture is invisible to customers. However, if you look into culture, It is evident in customer interactions. So, how an organization interacts with its clients? It's typically reflected there.

Or you look into the impact on business success. Company culture influences all business areas and affects overall success. So, a poor company culture is a major reason for organizational failure, leading customers to switch to competitors. When you look into the effects and challenges of company culture, we also have to see that employee resistance to culture becomes significant. One of the biggest challenges, in fact, in creating a desired culture is employee resistance.

So changing culture requires altering underlying beliefs and values, which can typically cause resistance. So resistance typically highlights the depth of change in the culture that is required. Now, also, there are certain adjustment procedures. You know, what do you mean by this? Resistance is something which we have seen previously.

Resistance is often fueled by outdated procedures that don't align with the desired culture. So for successful cultural change, all procedures must be updated to reflect the new culture while leveraging the existing strengths. We also see that leadership is critical in terms of the effects and challenges of company culture, specifically the role of leadership

in culture. You know, despite proven links between culture and organizational success in research, leadership often hesitates to take responsibility, and that's very unfortunate for culture development. So top management must prioritize culture as part of the business strategies. Also, there are some consequences of leadership neglect. The lack of leadership support can lead to a counterproductive culture that hinders strategy and long-term goals. So this is significant.

As companies or employees within the company recognize the importance of culture for organizational success. We also see that when you look into the effects and challenges of company culture, there could be a significant impact on employee morale and productivity. You know, when you look into leadership, since leadership typically drives culture, it boosts employee morale, productivity, and job satisfaction, leading to better organizational outcomes. And finally, we also see the link between culture and employee performance in a company. Culture has a strong influence.

On employee performance and success. So employees modify their personal views to align with company norms, company values, and the more they embody the culture, please note, the more successful they become. So this typical behavior. Drives organizational improvement. Now let's quickly look into the role of human resources in company culture.

What does HRM do in terms of company culture? We'll try to underscore the critical relationship between HR and the company. HR plays a crucial role. There is no undermining the fact. There is no denying the fact.

HR plays a crucial role in communicating the company's culture to all stakeholders, including both management and employees. This particular aspect of all stakeholders is vital, ensuring that the values and norms of the organization are consistently conveyed and upheld. From the very first interaction, let's say, an employee has with the organization, whether it be through recruitment or onboarding, HR ensures that the company's culture is embedded. This continuity helps in aligning employees with the organization's vision and mission right from their entry into the company.

In addition, embedding culture from the start, HR is responsible for keeping that culture alive within the organization. This could involve protecting the core values. This could involve recognizing and rewarding behaviors that reflect those values or sometimes daily reinforcement activities. Company culture is essential, which also has a certain factor. This is what you have to understand with respect to company culture and the critical relationship between HR and company culture. We also see that there are possibilities with respect to HR taking responsibility for nurturing the culture.

When looking into nurturing culture, it has to have a serious effect and intervene whenever necessary to preserve it, ensuring that it remains a living, evolving part of the organization that adapts but stays true to its core values. When you look into the role of HR in company culture, we also see that HR's influence on company culture extends beyond just communications and behaviors to the procedures and policies governing the organization. As HR is involved in creating and managing key policies, it has a significant role in shaping the culture both formally and informally. You see that there are some formal influences, with culture being embedded in documents like handbooks. There are also informal influences where HR shapes company culture through behavior. Formally, we see some inclusion; informally, HR also plays a certain role. Every decision and every action taken by HR, whether in recruitment, conflict resolution, or policy enforcement, either strengthens or undermines the company's cultural values.

So basically, you see how important every decision and every action taken by the human resource management is. So when creating organizational strategies also, You look into the factor that HR must ensure that the company culture is taken into account to avoid clashes between the culture and the company's strategic direction. I have many times tried to underscore the importance of strategic alignment, a critical aspect where the organizational objectives are in sync with the individual goals or aspirations. So this proactive alignment is

Helps prevent potential conflicts that may arise when company strategies diverge or there is a certain level of divergence or anomaly with respect to the company culture. We also see the role in employee engagement quickly. A key area where HR drives company culture is through employee engagement initiatives. There's no doubt about it. These

initiatives are designed to enhance the overall employee experience and ensure that the employees feel connected to the company's values and mission.

So when you talk about HR's role in creating and maintaining engagement, it is crucial for achieving the desired organizational results. So engagement initiatives typically help foster a strong culture. And we see that this will ensure that employees feel valued, supported, and aligned with the company's goals. We also see that HR can implement engagement programs. It could be something like a recognition system, wellness programs, or continuous feedback loops, if you ask me, all of which contribute to reinforcing the desired company culture.

So by focusing on engagement, HR helps create a positive work environment. So when you are looking into such a positive work environment where employees are motivated to contribute to the company's success. So when you see an organization as a positive work environment, This in turn strengthens the organizational culture, as engaged employees are more likely to embody and promote the core values of the organization.

So HR's efforts in this regard are essential for driving both cultural development and overall organizational performance. Now let's look into HR as a mediator between leadership and employees. Very quickly, if you see, HR plays a vital role in connecting leadership and employees when it comes to cultivating and sustaining company culture. While leadership sets the tone for culture, as we have seen in our previous discussion, it's HR's responsibility to mediate and facilitate the development of that culture across all levels of the organization.

So typically, HR supports leaders by gathering feedback from employees and identifying potential risks that could undermine the desired culture by serving as a bridge between HR ensures that leadership is aware of employee perspectives and can adjust their approach to cultural development as required. So HR's ability, let's say, to gather feedback becomes vital. For ensuring that the culture reflects the values and beliefs of all stakeholders, not just the top management. So believe me, this feedback allows HR to steer the cultural development process in a way that is inclusive and representative of the broader workforce.

So HR can also provide insights into potential cultural misalignments and can help leadership navigate any challenges that arise during cultural transformation. So by doing so, HR plays a key role in ensuring that the development of the organization's culture is not only strategic but also sustainable. Now, let's look into the ownership of cultural change. When we look into the ownership part, please note one of the most challenging aspects of company culture is implementing it.

Cultural change or embracing the change in the culture. So changing the company culture means fundamentally altering the organization's beliefs, norms, and behaviors, which impacts every aspect of the business. So even if we say this, this particular process is often incorrectly viewed as, let's say, if you ask me, the sole responsibility of HR. And please note, it is not. For cultural change to be successful, all participants in the organization must take ownership of the process.

While HR plays a supporting role, guiding and facilitating the change, it is crucial that leadership and employees actively participate in shaping and driving this transformation. So HR's role in cultural change is to provide the tools and framework for successful implementation. But leadership... must take charge of championing the particular change we are talking about. So this typically includes making sure that necessary resources and support systems are in place to ensure that this transition is smooth and effective.

When you look into the HR guidance, you know, HR can teach leaders, right? How to navigate cultural change, helping them understand the complexities involved and how to lead by example. Successful cultural change requires cooperation, ownership, and commitment from all levels of the organization, with HR. Playing a pivotal role in guiding the process and, you know, ensuring that the change is aligned with the company's long-term goals and values, a point which I am trying to reinstate in every single module. So by fostering collaboration between leadership and employees and by offering support and insights throughout the process, HR helps to ensure that cultural change is not only successful but also sustainable in the future.

Now let's quickly look into the strategies for enhancing company culture. When you look into the strategy aspect, creating and maintaining a positive company culture is vital for

employee engagement, as we have already established. It is critical for productivity. It is as important for retention as well. When we look into the strategies, there could be several strategies.

Again, I'm not able to provide—or please do not consider this as—an exhaustive list. But most of the typical strategies we have listed down here. One is to establish core values. Clearly defining and communicating the core values is fundamental. There is no doubt about it.

These values should typically reflect the organization's beliefs and guide behavior at all levels. HR should ensure that these values are integrated into every aspect of the organization, from hiring practices to performance evaluations, to create a unified culture that resonates with all employees. There could also be a typical aspect, or attempt, to promote transparency. Encouraging open communication between management and employees fosters trust and engagement. Organizations can implement regular updates through newsletters or, let's say, town hall meetings to share important information.

Or they could also solicit feedback. And discuss company goals. This particularly enhances transparency and helps employees feel valued and informed about the organization's direction. We also see that there could be specific concerns with respect to fostering inclusivity and diversity. Creating an inclusive environment where diverse perspectives are welcomed is crucial for a positive culture.

Companies should actively recruit from a variety of backgrounds—there is no denying the fact—and implement training programs that promote understanding and respect among employees. Establishing diversity committees can also help drive initiatives that celebrate differences and ensure equitable practices. There could also be an implementation of recognition programs. Recognizing employee achievements is vital. It is vital for morale and motivation.

So organizations can create formal recognition programs that celebrate both individual and team success. Timely recognition not only reinforces desired behaviors but also encourages a culture of appreciation where employees feel valued for their contributions.

There can also be typical aspects concerning social interaction. Encouraging social interaction. Planning social outings, team-building activities, or initiatives.

They allow employees to connect outside of work tasks. It fosters stronger relationships, if you ask me. Events such as retreats, happy hours, or themed days can enhance camaraderie among team members, making the workplace more enjoyable. Look into typical aspects of providing opportunities for growth. Investing in employee development through training, mentorship programs, or career advancement opportunities can significantly enhance company culture.

Employees who feel supported in their professional growth are more likely to be engaged and committed to the organization. There is also a typical aspect of fostering psychological safety. We had a detailed discussion on psychological safety in the initial module, so I'm not going to repeat it here. But creating an environment where employees feel safe to express their thoughts, ideas, and concerns without fear of negative consequences is essential. If you ask me, for a healthy workplace culture.

So HR should promote practices. HR should promote practices that encourage open dialogue. Feedback and support for mental health initiatives. There could also be initiatives with respect to empowering leadership. Strong leadership.

Please note: strong leadership is crucial in shaping company culture. Organizations should invest in leadership development programs to equip managers with the skills needed to inspire their teams effectively. So leaders should also be held accountable, if you ask me, for upholding the company's values and fostering an inclusive atmosphere. We also see that when trying to decipher strategies for enhancing company culture, there could also be an attempt to encourage autonomy.

Now, allowing employees autonomy in their work fosters innovation and ownership over tasks. So organizations can enhance this by providing flexibility. Flexible work arrangements and allowing employees to prioritize their workload and encourage creative problem-solving. You also see that there is a regular assessment culture, which ensures the effectiveness of all cultural initiatives. Organizations should regularly assess their work.

Place culture through feedback initiatives, feedback sessions, or surveys for that matter. So this, if you ask me, typically helps identify areas for improvement and ensures alignment with the strategic goals. Now let's look into the critical aspect of today's discussion: how you measure company culture. As I've already detailed on a factor that something which you cannot measure. Now let's look into one of the most significant discussions that's going to happen with respect to today's lecture, which is measuring company culture. As already mentioned, something which we cannot measure typically we cannot improve, and that is specific with respect to anything. That's why we have included SMART goals, which are typically measurable. So something which cannot be measured typically cannot be improved. So on that aspect,

Once we have understood what company culture is, what the significant contributors to company culture are, how different it is from national culture, what significantly enhances company culture, and what the different strategies that could enhance company culture are, having understood all these factors, now it's time to measure company culture. Let's look into that. Looking into the measurement aspect, it involves various metrics. Tools, feedback mechanisms, scales, etc. So the first one would be to utilize surveys.

So a word about measurement. Measuring company culture is essential for understanding its impact on employee engagement, productivity, and overall organizational effectiveness, as I already mentioned. So a robust approach To assessing culture would involve all the different aspects like metrics, tools, and feedback, which I've already mentioned. So this will give an insight into how well the organization's values align with the employee experience.

So measuring company culture should not be considered as a one-time effort. But an ongoing process that requires commitment from all levels of the organization. Let's start with utilizing surveys. There are different types of surveys. There are employee engagement surveys.

Sometimes these surveys assess overall employee satisfaction, commitment, and alignment with the company's mission, values, etc. They often include questions about

job satisfaction, workplace relationships, or even perceptions of leadership. So employee engagement could be one factor. There could be some pulse surveys.

What do you mean by pulse surveys? Short, frequent surveys that gauge employee sentiment on specific topics or recent changes, providing timely insights into workforce mood and engagement levels. There could be some eNPS. People familiar with HRM might know the Employee Net Promoter Score.

So these metrics measure employee loyalty by asking how likely employees are to recommend the organization as a place to work. A high ENPS typically indicates a positive culture. So all these factors can typically gauge satisfaction, sentiment, and loyalty to a certain extent. Then we can assess the organizational values, you know, conducting a value assessment to evaluate whether employees and leadership are living the organization's stated values. So this can include, you know, surveys that ask employees how well they believe the organization embodies its values.

They can involve performance reviews that incorporate value-based questions to assess alignment in behavior. We can also analyze some cross-functional metrics. What do you mean by that? You know, some key performance indicators, KPIs, like let's say absenteeism, can indicate to a certain extent dissatisfaction or burnout. Or let's say some KPIs like turnover.

Turnover rates can actually, you know, shed light on recruitment and retention metrics typically and how cultural issues are affecting employee longevity. Or sometimes productivity metrics assessing productivity alongside employee satisfaction can reveal the correlations between, you know, culture and performance to a certain extent. We can also gather typical employee feedback with respect to, you know, some focus groups. We can conduct discussions with diverse groups of employees to gather qualitative insights on cultural strengths and weaknesses. We can also use some typical anonymous feedback tools, you know, platforms like ThoughtExchange that allow employees to share insights.

Typically, they express their opinions without fear or any particular fear psychosis or fear of repercussions, providing honest feedback on cultural issues. There could also be some monitoring with respect to external indicators. How? For example, something like

Glassdoor ratings in employee reviews on platforms like Glassdoor can highlight public perceptions of the workplace.

So, many times when you visit Glassdoor, you'll see that there are specific metrics and scores given for each organization. This is based on the perception of the workplace culture. There could be some industry awards and recognitions, such as awards for workplace excellence, that can indicate a strong organizational culture in that case. Alternatively, you can use cultural assessment tools. Leverage established tools designed to measure organizational culture.

Typically, we have the OCAI, the Organizational Culture Assessment Instrument. This tool helps organizations understand their current and desired cultures based on the competing values framework, identifying areas for improvement. We also have the Organizational Culture Inventory, or OCI. This inventory assesses behavioral norms within the organization, helping identify strengths and areas for development. When measuring company culture, we also have certain audit mechanisms, such as conducting regular audits and setting a cadence for assessing culture.

It could be annually or biannually to ensure ongoing alignment with the organization's goals. Or we can also use a combination of qualitative and quantitative methods to provide a comprehensive view of the cultural health. And finally, we can align leadership with the cultural goals. When you look into leadership, it plays a crucial role in shaping company culture.

So assessing leaders' behavior against cultural expectations can help ensure alignment. Evaluate how well leaders model company values through their actions. Provide leadership training focused on fostering an inclusive and positive workplace environment. Now, let's typically move to some of the culture assessment tools and let's address the elephant in the room, which is how AI is helping enhance culture as part of these discussions we've had. Cultural assessment tools—there are different typical tools that make use of AI.

TestGorilla is an HR platform that aims to streamline the hiring process by offering pre-employment tests for potential candidates. These typical tests help businesses assess

whether applicants are a good cultural fit for the organization, with some companies even using the test as a replacement for traditional CVs. So it has that impact. TestGorilla equips employers with tools to efficiently screen candidates, enabling faster, more informed hiring decisions.

So they're expanding test library includes, you know, assessment for cognitive abilities, for programming, for software skills. personality, cultural fit, or even language proficiency and role specific skills. So let's look into the pros and cons quickly. You know, there is no doubt that it accelerates the recruitment process. It offers a professional way to assess candidate skills and the features or the aspects to do the work more accurately.

or it features an easy to use professional user interface provides unbiased testing methods so all these are typical pros with respect to the test gorilla but that said there are certain set cons as well you know limited options for customizing the assessment delivery majority of available tests are focused on coding and tech related skills so again that could be not significant or related to most of the workers sometimes pricing can be high compared to other alternatives users may incur additional fees also without clear notifications some feedback suggests it is most beneficial For IT focused companies. So there are certain typical. Pros and cons associated.

When we use the test gorilla. Similarly we have. The my culture. You know, my culture is a culture assessment tool developed by Happily.ai, an employee experience platform that leverages analytics and people science to drive the organizational transformation. So Happily launched my culture to offer companies science based assessments.

Customized to align with the unique culture and values. So these assessments are designed to help hiring managers evaluate new hires for cultural fit and identify potential misalignments between candidates and organizations that typically could affect the success of the free culture. The assessment tool shows or allows businesses to make decisions. It informs the hiring decisions, ensuring that new team members align well with the company's culture. So, similar to the previous case of TestGorilla, let's quickly look into the pros and cons of MyCulture.

When you're looking into the pros, it focuses on culture as a key factor in evaluating employee fit through science-backed assessments, which we have already seen. It offers a free version with a pay-as-you-go model, making it accessible for companies of all sizes. And please note, it is easy to set up with a user-friendly interface that takes under 20 minutes to run. Customizable surveys and detailed reporting are available, and it provides actionable insights and data-driven recommendations, which would be the greatest benefit of MyCulture. When you look into the cons, it is a relatively new entrant to the market, so it will have all the possible problems with respect to that.

There are limited testing options available, if you ask me. So with only a culture-fit test available at present, its usage is limited. Again, additional tests are to be planned. Again, if you are looking into the cons, there is limited integration with other software platforms, which again makes it quite unusable at times. Similar to MyCulture, another tool would be HighPeople.

High people is another tool. Culture assessment tool designed to keep hiring processes data driven, timely and effective, if you ask me. So high people helps teams enhance hiring quality by offering detailed talent insights into the candidates. So their assessments provide information that allows companies to predict who to hire, understand how candidates work and typically build a foundation for a long term success. So with the focus on assessments, reference checks and improving candidate experience and hiring quality,

High people enables teams to make faster and more informed hiring decisions. What are the pros? It's all about easy setup and management of employee profiles. Customizable reporting and analytics happens to be another important, you know, significant benefit of this. There could be intuitive and user friendly interface.

It promotes collaboration and teamwork with shared workflows, which which integrates with various third party tools. But that's it. it has limited customization for certain features at least. And when you're looking into the mobile app, the mobile app functionality is typically restricted for high people. The scalability may be limited for

larger organizations, as you see, and limited integration with some HR and payroll systems, again, acts as a problem for high people.

And still, Please note it is a relatively new software so not as widely tested or established as other HR solutions. Now let's very quickly go through At least a demo of one particular, you know, platform will test the test gorilla. You know how we can see.

So what is practically possible through this platform? Again, a real time hands on experience I cannot give you, but I tried to bring up the screenshots and give you a realistic understanding how the test gorilla actually looks and works. so open test gorilla go to my assessments and name your assessment to get recommendations for the test you can enter the typical job role so that could be one simple aspect what you have to do when you have done this typically you will see that there are certain aspects with respect to various tests that will be displayed from which you can select few to prepare and your assessment you can even select the test type let's say like which one you want cognitive or let's say is it language based or is it personal or personality driven so all these aspects with respect to whether it is skill driven all these aspects can be taken up from these particular you know options that is available to you once you have done that then you can actually personalize your your assessments by customizing the questions you can use multiple choice or let's say true or false or sometimes you know video responses so what all are the available options with respect to that you can maybe develop it outside and you can upload it you can code for yourself so all these typical possibilities are there

You know, if you, for example, click on video, select the maximum length of video and your question. And based on that, you can give the input and can give the input with respect to the question. You can give the length of the video, how much it should be. And you will also see that. You know, let's say, why do you want to work as our technical project manager?

Question like that hypothetically. So that could give you the configuration or how you actually establish the video question specifically. Then you have a possibility of, you know, reviewing and configuring. Click on finish and you can find advanced options like let's say qualifying questions or sometimes, you know, there can be possibilities of

welcome a video also available. You'll also see that there are possibilities when you review and configure.

You can see that typical candidates, how they take the particular test and how the candidate has finished the test. So it instantly shows the typical average test scores and ranks them. So typically you can see that how each of them have performed in the organization with respect to the score, with respect to the rating, the status and where they are in terms of the stage. So all these typical possibilities are there. So once the candidate finishes, as I mentioned, it instantly shows all this particular metrics.

And there are also anti cheating systems, if you ask me, which which monitors the candidate while giving the test. So this is a foolproof mechanism, at least for now. We see that there are certain clear control mechanisms with respect to creating the environment and. uh making them take the the test or taking the the feedback mechanism in a very objective way there also you know if you ask me typical ways of uh testing like how can the test be done or let's say what all are the different analysis with respect to the scoring patterns and there can also be anti-cheating monitors that are available so you can add as many as user that is also required for example you might have a hiring manager or a recruiter or a admin role or or things like that so you can add as many users as you want typically and you'll also see that once you add the users you can also enhance the the requirement with respect to the files that are given or that are given as a input so typically

I wanted to give you an understanding of how a platform like TestGorilla works. Again, as I mentioned, we have certain limitations with respect to the lack of a real-time hands-on experience. But again, I'll insist that you go and explore these typical platforms which we have discussed. There are some free versions, and there are also paid versions. So when you are looking into these platforms, this ensures that or gives a certain level of objectivity to enhancing the company culture. We get to understand the people who are working with us in a closer way. So this is what company culture is typically all about. The people surrounding us.

Are they facilitating your growth? If you remember, this is the discussion with which we started our entire lecture. So are the people surrounding us actually enhancing the growth,

or are they a barrier, or are they detrimental to the growth of your career or your development within the organization? So such platforms, typically the AI-involved platforms, can actually make things more objective and make things more lucid and understandable to a greater extent. So we'll look into part two of this, where we'll typically focus on some of the other tools as well with respect to company culture. Till then, take care. Bye-bye.

Thank you.