

Training of Trainers
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Department of Management Studies
Indian Institute of Technology Roorkee
Lecture - 39
Training Methods - Exercise

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Professor Santosh Rangnekar: I have discussed with you the motivational process and suppose we are taking a session on the motivation and I have talked about the different theories of motivation, need based theories of motivation and during this particular session we can use the exercise also with the trainees and then what is supposed to be done is? That we have to give them one exercise, they will refer this particular exercise, they will be given the 15 minutes to read that particular exercise and make their plan and then they will write that particular plan on the whiteboard.

I will discuss and interpret that particular plan.

And on basis of that we can explain that is how the different persons are having the different needs and how different approaches are there and accordingly then we can make the motivational plan. So, this is a theme about the particular session on the motivation and for this purpose I am having with me my MBA students, I will request them to introduce themselves one by one.

Rohit Kumar Pandey: So, my name is Rohit Kumar Pandey. I have completed my Mechanical Engineering from KITS Ramtek Nagpur University. I have 28 months of work experience in Tata Consultancy Services limited, Napgur. I am currently pursuing my MBA from IIT Roorkee. I am also doing a live project from Thinkingspree.com and I am also a project manager at Divyang Ek Umeed which works toward the inclusive inclusiveness of physically disabled people. Yesterday, as part of the technology management assignment, we gave a presentation on, 'Is your company ready for digital future?'

My name is Jivesh Agarwal. I did my Mechanical Engineering from YMCA institute of engineering Faridabad, after that I worked in TCS as a System Engineer, during my TCS working I also opened a startup named be to cap services. Currently, I am pursuing MBA from Department of Management Studies IIT Roorkee. I also have completed an assignment on technology management on the topic, 'Is your company ready for digital future?'

Professor Santosh Rangnekar: Right. Very good, yes.

Nivesh Dhote: Good morning everyone. My name is Nivesh Dhote. I have completed my Electrical Engineering from Samrat Ashok Technological Institute Vidisha Madhya Pradesh. After that I have joined Tata Consultancy Services for 15 months where I worked as an EIS developer. I have also I am also KPMG Six Sigma certified and I have done my summer winter interns at Psycho Tools India limited.

Professor Santosh Rangnekar: Very Good.

Abhishek Soni: Good morning, everyone. I am Abhishek Soni, I did my Mechanical Engineering from Medicabs Institute of Technology Indore, followed by that I have a 52 months of work experience in Infosys limited, where I worked as a Senior Engineer and supported on multiple designing projects in automotive domain. Currently, I am pursuing my MBA from IIT Roorkee and here I am acting as a placement coordinator.

Professor Santosh Rangnekar: Right. So, now, I have given you this particular exercise, please go through that exercise. So, and then you are supposed to make the plan. So, one

by one I will invite you and then you write your plan here. And like this now after the it is expected that is after the 15 minutes, they will come and the trainee will come and then trainee will write the his plan on the whiteboard.

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Now I have given the exercise to all the trainees and then I have asked them to solve this particular exercise. Now, I will request anyone of the trainee to brief what exercise they have received. So, that I will confirm that is they have understood the exercise, in case if you are having any question related to the exercise, please feel free to ask me when the exercise will be explained. Right. Okay, so you want to explain? Yes.

Jivesh Agarwal: So I will quickly brief the exercise. Ankita is 28 years old. She is a divorced mother of three children aged 3, 5 and 7. She is the department head, she earns 37,000 a year on her job and receives another 3600 a year in child support from her ex-husband. So, our participants has to work, work for a company and the company has recently installed a flexible Benefit Program instead of the traditional one package benefit fits all the companies allocating an additional 25 percent of each employees annual pay to be used for discretionary benefits, those benefits and their annual costs are listed below.

So, we have to design a package for Ankita and we can deduct maximum 25 percent from her salary. That is 25 percent of 37,000.

Professor Santosh Rangnekar: So, Rohit what is the amount of the 25 percent of the 37,000?

Rohit Kumar Pandey: 25 percent of the 37,000 is 9250 Rs.

Professor Santosh Rangnekar: Right, all of you how to plan this particular package for the 9250. So, that is the incentive will be given by the company and then, now he will read about the list of the benefits and you can choose any benefits, but then you have to write and then you have to explain that why you taken this particular benefit.

Jivesh Agarwal: So is first supplementary healthcare for employees, there are three plans given Plan A is 3000 rupees, which has 90 percent pay and which is nondeductible, Plan B has a premium of 2000 rupees after which 200 is deductible and it pays 80 percent, Plan C is having a premium of 1500 rupees after which 1000 is deductible and it pays 70 percent of money, after that we have supplementary healthcare for dependents.

So, we have three plans here also, Plan A which has a premium of 2000 rupees after which 90 percent payable, plan B has a premium of 1500 rupees after which 200 is deductible and it pays 80 percent, Plan C has premium of 500 after which 100 is deductible and it pays 70 percent.

We also have supplementary dental care plans which has a premium of 500 rupees. So, after that is life insurance plan, there are four plans covering, the first plan is having a premium of 500 Rs with an annual coverage of 25,000 Rs, Plan B as a premium of 1000 Rs with an annual coverage of 50,000 Rs, plans C has a premium of 2000 rupees with an coverage of 1,00,000 Rs and plan D also has a premium of 2000 Rs with a coverage of 2,50,000 Rs.

So, after that we have mental health care plan with the premium of 500 Rs, prepaid legal assistance with 300 Rs as premium, after that we have daycare services that costs 2000 Rs for all the employees children regarding of the number, after that we have company transportation to and from the work which has a cost of 750 Rs and we have also, we also have college tuition reimbursement with 1000 Rs and language class tuition reimbursement with 500 Rs.

So, the task is we are given 15 minutes to develop our flexible plan and after that, we will come one by one on the board and we have to explain our plan.

Professor Santosh Rangnekar: And then point number 2 and 3 also in guidelines, after that the entire class?

Jivesh Agarwal: Yes, after the, at the end and we the entire panel has to discuss the results, how the needs concerns and problems of the each participant influence the group's decision, how do the results suggest for trying to motivate a diverse work force.

Professor Santosh Rangnekar: So therefore, this type of the discussion will be there on this particular exercise and exercise will be solved. So, are you ready with your. So, here we have to give them the time or otherwise the 15 minutes and then they have to go through these whatever has been read by Jinesh then they will write about the whatever the plan they, they think is most suitable. So, do you want some time or you are ready with this particular this please check.

Professor Santosh Rangnekar: Are you ready?

Abhishek Soni: Yes.

Professor Santosh Rangnekar: Right, so, by that time if you want to also work you can simultaneously you can work also. But first Abhishek will come and then he will explain the plan, yes Abhishek.

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Abhishek Soni: Hello everyone, like as mentioned by Jivesh the complete plan about Ankita. So based on that what expenses I will be covering in that 25 percent of the company allocated annual pay. So I will just write what plan will be as per me. Since she is a divorced and the only source of income in her family, and she earns around 30,000 a year. So I think out of the supplementary health care for employee, I will give her plan A and recommend her to take plan A because it is a non-deductible plan and it can be pays 95 percent of the payout.

So in that case, since as I mentioned, she is the only source of income, so is the crew plays a crucial part in her earnings, family earning, income, when we come to supplementary health care for dependents, she is having 3 children. So even they play a crucial role because taking care of all the children, so again plan A I will recommend her and that is going cost around 2000 Rs to her.

Then comes the life insurance, also this life insurance will be covering the complete family. So, with this I will suggest her the plan D which is covering the, is giving a maximum coverage of two 2,50,000 Rs on a premium of, annual premium of 2000 Rs.

And also the daycare services, since the children are very, I mean aged 3, 5 and 7. So, they are like small on lineage. So, they need special care when she will be working. So,

daycare services will be very crucial for her family and even it will act as a support and it costs around 2000 Rs to her followed by company transportation which will act as a aid to her and saves time as well. So, transportation I will recommend her which cost around 750 Rs.

So, in this way she should break up her 25 percent of the annual pay which company recommends her, which company pays her and this cost around 9,250 which is the maximum limit for her, so I think this is the way she should break up her expenses.

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Professor Santosh Rangnekar: Okay, thank you Abhishek now I will request Nivesh to please plan and also give that why he has chosen this particular plan.

Nivesh Dhote: In the first plan, which is supplementary health care for employees, I will choose Plan C because she is just 28 years old. And I think that health care for dependence is more important. So for her health care I am giving Plan C, which is 1500 Rs. And second comes the supplementary health care for dependence, she has 3 children behind her, so for that Plan A, and life insurance also, she is the only earning member and after her there are three children so I will go for the Plan D which is providing maximum cover.

She is the head of the department and she has 3 kids, so I will go over this mental health plan also which is for 500 Rs, she has been divorced by her husband so I think she will need legal advice in case her husband stops paying for child support. So for this prepaid legal assistant which is 300 Rs and daycare service for her kids, now this company provided transportation is also very important, so I like to include that also.

Professor Santosh Rangnekar: Please use the duster. Again, you can explain why you have taken this plan.

Nivesh Dhote: Plan C I choose because she is 28 years old and I think for her other benefits will be more important, so I gave her 1500 Rs plan, for supplementary healthcare for dependents it is very important as she has 3 kids and all are small, so I gave her the best plan which is 2000 Rs, then for her life insurance as she has again 3 kids to, behind her to support after her, if something happens to her. So, I gave the Plan D which is giving 2,50,000 coverage, which is 2000 plan.

And as she is the departmental head and she is also having 3 kids she can get stressed and for that her mental health plan I given 500 Rs and she is a divorcee and she gets 3600 Rs as a annual child support from our husband. So, in case if some he stops giving that aid for that I have kept this prepaid legal assistance of 300 Rs and daycare service for her kids which is 2000 Rs and company provided transport for her safety is 750.

Professor Santosh Rangnekar: 750 Rs, okay, thank you we will discuss later, right, okay, now the Jivesh will.

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Jivesh Agarwal: From the supplementary healthcare for employee, I will choose Plan B for her as she is a 28 years old mother. So, I guess she will require some healthcare. So I will choose the plan B which costs 2000 Rs, so from the supplementary health, healthcare for employee, I will choose Plan B for her as she is a mother and divorcee also.

So, I will choose Plan B which cost her 2000 Rs and from supplementary healthcare for dependents I will choose Plan A as she has 3 dependent children. So, this will give her the maximum benefit. I will also choose supplementary dental care plan for her because she has 3 children and she will require dental care for them.

From the life insurance plan, I will choose a plan D, this plan will give her the maximum coverage of 2,50,000 Rs, from daycare services, I will also choose the plan because she has 3 children and she is a working mother, so she will require these daycare service, I will also choose the company provided transport for her because she has 3 children and she also needs to get home early, total comes to be 9250 Rs, so this is my plan for Ankita.

Professor Santosh Rangnekar: Okay, so, we will discuss it later let the Rohit make his plan for.

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Rohit Kumar Pandey: So, from the first option that is supplementary health care for employee, I will choose Plan B as she is a mother of 3, so I think and also she is of 28 years, so I think a mediocre plan will be sufficient for him, the next plan will be a plan A because supplementary health care for dependents, so she has 3 children of 3, 5 and 7 years.

So, Plan A will be very fruitful for her, from life insurance, I will choose plan D because it is the best plan that she can take as she is a divorcee, so she might be facing some legal problems, so I will choose prepaid legal assistance for her. So, also daycare services will be best because she has a children so which can be used for them, so, and she is a female, so transportation, company provided transportation will be very, means helpful for her so that she can use it, so the total will be 9050 Rs.

Professor Santosh Rangnekar: 9050 Rs okay. So, the same total which he has given right, okay. Now, we how to go through the all the 4 plans and on basis of this plan we have to understand that is the, what is the motivational factor for the each individual, right. So, how to identify? The first and foremost is, that is the culture plays a very very important role.

So, here the priority has been given to the family, priority is given to the children. So we will go by one by one and which will show the psychology of that particular trainee or participant that is the what needs is the most important for that particular participant. So we will start with the plan A.

Now here you see interestingly, the two part Jivesh and Rohit have given the 2000 for Plan A, while Abhishek has given the 3000. And the Nivesh has given the 1500. Why do you think that you have given the maximum 3000, while others not?

Abhishek Soni: Okay, first of all, Plan A is giving her coverage of 3000 Rs and also she is the only source of income in her family as of now, so like 3000 amount if she pays annual premium, then she will get 90 percent money back and also no deductible amount is there.

Professor Santosh Rangnekar: Okay, now Nivesh, but you have given the 1500, what he is talking, you to talk to him.

Nivesh Dhote: Abhishek like our total amount is 9250 Rs, so I want to adjust other benefits for this case and I thought her health, she is, like she is very young, she is 28 years old, so I thought other benefits will, which is regarding to her Legal Health. Oh, sorry, her legal assistance and mental health will be more covered, more useful for her.

Professor Santosh Rangnekar: No, so do you agree?

Abhishek Soni: I think his approach is also quite good.

Professor Santosh Rangnekar: Also, not Also, do you want to change your plan?

Abhishek Soni: I think I should make it to plan B only. Because my sum total I think it is exceeding.

Professor Santosh Rangnekar: It is not exceeding, total is 9250 which is allowed.

Abhishek Soni: But I think in this case it is exceeding, sir I is calculated now by 500 Rs.

Professor Santosh Rangnekar: 9750 it is going, please make it correction, correction.

Abhishek Soni: So even I will go for Plan B only, like my other fellow mates of 2000 Rs and even for legal assistance, since I have 1000 Rs of 8750, 300 Rs I will give legal assistance as mentioned by them like if the husband stops funding then, 300 so 9050, so this is how something.

Professor Santosh Rangnekar: Okay, now, for you what was the, any one of you for 2000 for Plan A.

Rohit Kumar Pandey: In the, in the first case, so, I took plan B because I think that she is 28 years old, so and for dependent there is 2000 Rs, so 3 children so for them I think I should give more and she can 2000 Rs is sufficient for her so that any health care plan she can, means she can take advantage of, so that is why I choose.

Professor Santosh Rangnekar: Okay, now here you see that is the, she is 28 years old. So, those who have taken, like the Abhishek has first taken the 3000 it means that Abhishek wants more security Now, adjusting the amount is the another part, but the first thought which has come in his mind is that is to make her more secure, more secure whatever she desires because she is 28 years old. So, she really does not need 3000 and a like these are the 2000 is okay, but Nivesh, 1500.

Nivesh Dhote: Sir, but I have given mental health of 500 Rs.

Professor Santosh Rangnekar: Mental health the plan is given right. So therefore, you wanted to give the more incentives. So, what does it mean? If the participant wants to give the more incentives, right, and then the least, is 1500 is there. So therefore, in that case, now, we can see, Plan A, Plan B, Plan C, Plan A if the 3000 that is no risk, Plan B moderate risk and Plan C that is a least risk is there right.

So therefore, we can interpret that is Nivesh is going for the least risk preference is there and maybe his confident 'Oh at this age what will happen? Nothing will happen'. But yes, so therefore, least is important. So he will be more risk taker, he will be taking more risk as compared to others, right. Abhishek is no risk, both of them are having the moderate risk.

So when if you want to make them the motivate for example, for the job assignment for example, the any assignment which is requiring traveling, any assignment which is requiring the investment of money and then we have to understand and then that need is to be satisfied, that is this is the no risk taker, moderate risk taker and least bother about the risk, so accordingly, we have to propose them the different incentives, right. So that that we understand.

Now we will come to the dependence benefit, right. Now in dependent benefits, interestingly all are given the 2000, right, I believe that is the social need, what is the plan, this Plan B, Plan A into the second is that is the dependents, dependent care and therefore, the age has been given 3 years, 5 years and 7 years therefore, all these kids also they are concerned with that is, no the kids are to be protected, because anyhow that is, that is our culture that is our family, which type of need Rohit it shows in the motivation of the Maslow's theory of hierarchy of needs, there are the physiological needs, safety needs, social need, self-esteem, need and self-actualization need.

So, if all are going through these particular protection of the kids, right, what type of need do you think you all are having?

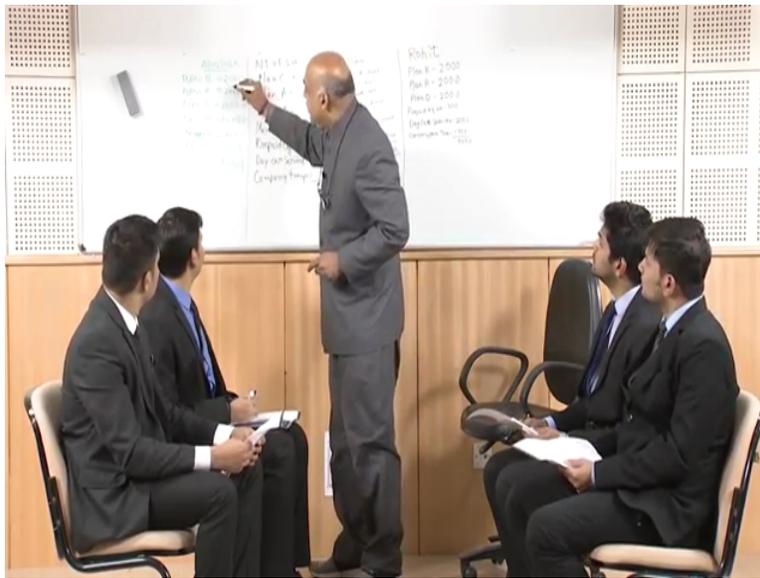
Rohit Kumar Pandey: I think we are having social need.

Professor Santosh Rangnekar: Yes, correct, you are right, so right. So therefore, in that case, here you find and so why all of them are concerned with the, I am very happy to see this because I feel that is, this is the Indian culture, if I will do this exercise in Korea, then definitely I will find that there might be the difference if I will do into USA then there will be the different plans will be there.

So therefore, here I am very happy, that is to share, that is the, this denotes that is the all are having the social need, love, affection, belongingness, protection, family, united, society. So this particular reflection is there by these participants. So, now, what as a organization we have to do? That is the whenever we are introducing the incentive schemes, please take care of the family of the employees because not only they are

looking for the monetary benefits, but they also want to ensure that their families are also protected. And therefore, the second is that is a 2000, so that will work, so that.

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So now it means that this 2000 is okay, right. Now, here in this case, now, which one we will go? We will go by 2000. Abhishek has also changed his mind after discussion and therefore, the 2000 is there. So this and this there is no issue. Now we will come to the third incentive, yes Abhishek what is that?

Abhishek Soni: Yes, that is life insurance coverage. So, again, I will cover it under safety needs because on a premium of 2000 it will give a coverage of 2,50,000 Rs to entire family.

Professor Santosh Rangnekar: What other choices?

Abhishek Soni: Others were a plan A was on a premium of 500, 25,000 coverage, on 1000 Rs premium it is 50,000 coverage again on 2000 Rs 1,00,000 coverage.

Professor Santosh Rangnekar: Now on 2000 Rs, 1,00,000 coverage. So, 2000, 1000 and 500, three are there.

Abhishek Soni: One more of 2000 of 2,50,000 coverage.

Professor Santosh Rangnekar: So, amount is 2000?

Abhishek Soni: Yes and coverage is 2,50,000.

Professor Santosh Rangnekar: That is a fine, amount is 2000 and then?

Abhishek Soni: Two coverages are there the same amount.

Professor Santosh Rangnekar: And the same amount right. So, okay then that will that is ok. So, that is a 2000, okay. Now here, but I have made a different opinion right. Now, this is the life insurance plan for Ankita. So, now, when we are talking about the plan B for 2000, that is a health care plan for her, then here we are talk what was the logic?

Logic was she is young and therefore, there is no need for this, for giving the highest package for this, then second also we have taken care, second we have taken the maximum, Jivesh? We have taken the maximum. So, second, we have taken the maximum, here also we have moderately protected and then here again, if this logic is there, then the life insurance at the age of 28, I think that is the 2000 is too much, again this is the overprotection.

So, it is an emotional decision. So, we one message is that is the okay our employees need these type of the protection, that is one thing, but when I want to link it with the policymaking and the rationality, I would like to go for the 1000. So therefore, it is the 2000, this is 2000 and here I would like to go for 1000. So therefore, it will be here will be the 1000 right.

Now, one by one, now from here actually, it is a beauty. That is from after this more or less, it was same however, there was a difference also, but rest of the incentives, they are the pure mirror of the thought process of an individual. So, Abhishek that is the daycare, he is going for the daycare, he is going for the daycare, he is going for the daycare, and he is going for the daycare services.

Now, here one thing on the basis of my discussion other training programs, I would like to share what does the daycare means? She has to go and she has to drop the children there and while coming from the office she has to take. So, it will binding her for the

particular time period, so this will disturb her at the workplace, if there is an important meeting is going on, but the daycare will close, so she has to come and then the take, she has to drop early also and then she has to manage.

So, here we will, I will put here the question mark, on the day care, all of you have given this service. So, we may consider it later on, but here the daycare, because we see, she has age of 28, she is manager, so she is the very much career oriented and therefore, she also not having the support of husband, she is a divorce. So then, in that case, this timing binding the timings at the workplace is a big decision. So that we can discuss later on that is the first what are the essentials that we will see and then we will go for the daycare. So this I hope the particular reservation.

Similarly for the transportation, so when you are talking about the company's transportation and if that is a choice basically, here it is a choice. So, then again she will be bounded by the timings, she has to reach at the bus stop at particular time and she has to look, she cannot manage, otherwise she will miss the bus of the company. So, therefore, in that case, again I will put here the question mark, on the same logic that is the whatever it is there or not however, we will have the discussion and then we will come out with the common, I have no reservation as such, but I will put the question mark about this particular questions.

Legal assistance. So legal assistance again here it is given 300, 300 okay, Jivesh you have not given 300, Why not?

Jivesh Agarwal: Because Sir, I gave more importance to supplementary dental plan.

Professor Santosh Rangnekar: Why?

Jivesh Agarwal: Because I think she is having three children. So for them the dental plan will be more important cause like when that child is young, so new teeth will come, so she will require more of the.

Professor Santosh Rangnekar: No, they are 3 years so no new teeth will come at the age of 3 years, okay anyways, but except you anybody else is given this dental plan? So, why you have not given the dental?

Nivesh Dhote: I thought according to my, 9250 I have to manage. So, I can reduce this thing I thought this.

Professor Santosh Rangnekar: That was one rational logical, otherwise the logic which has been given that is the day will be the dental need, first thing is that is this dental plan is for employee, not for the children. So, therefore, in that case we can avoid the dental, at this age we can avoid the dental plan. So therefore, I write here where is the dental plan? Here Jivesh okay. So, we put it cross, that we will not take the dental plan, do all of you agree? Or do you think you might have considered it for the children basically that is why you have given the dental plan, so dental plan will not be there, so this will not be working right.

Now, we have completed a with this, now Plan C we have completed, this we have decided, Plan A we have decided, Plan D we have decided, okay, mental health plan, mental health plan is given by Nivesh, mental health is not given by Jivesh, and Rohit has not given the mental plan, right. So only you have given the mental plan, why?

Nivesh Dhote: It is written that she is the head of the department, and she must be having a stress and with the, with the head of the department responsibilities, she has 3 kids at home.

Professor Santosh Rangnekar: You have to convince them actually, those who have not given.

Nivesh Dhote: She is the departmental head, so I think she, the work is more related to responsibilities and she must be having some responsibilities in office as well as at home, she has 3 children. And they all are like below the elder one is 7 years old. So I think for her mental care can be included in our package.

Jivesh Agarwal: But she is a department head so she is also manager, so she can manage all these things, like the home and office also, so in my opinion, there is no need for a mental health care plan. I think all of us.

Abhishek Soni: My points are similar to Jivesh's only, like they're handling 3 children although it will be, but I think she can manage.

Nivesh Dhote: There is one more point that she has just got divorced, that can also affect her mental, the whole responsibility of children is on her only.

Jivesh Agarwal: Yes, they are on her, but she's also an earning mother, so she can, she can just take the daycare services and add other services which are more beneficial, which can, which will be beneficial to manage her time well.

Abhishek Soni: Being a divorcee like handling 3 children and by self-motivation she can overcome whatever like a weakness or fears she might be emotional, she can overcome by self-motivation.

Professor Santosh Rangnekar: What was your logic?

Rohit Kumar Pandey: I also think that taking a mental plan actually, she is already managing so much things and she has already self-motivation to handle these 3 children and she is also manager, so I do not think so, that mental plan will be something that she should take, she is already self-motivated, as already said Abhishek, so I support that.

Professor Santosh Rangnekar: Now, what is your opinion? No, do not get influenced by them, if you, if you still think that is then you continue because.

Nivesh Dhote: I feel that manager also gets stressed.

Professor Santosh Rangnekar: Stress will be there.

Nivesh Dhote: Stress is also there for managers also, like any position of manager, we are telling that she is a manager, but I have seen that manager also work under very high pressure in corporate.

Professor Santosh Rangnekar: Stress will be there, but their logic is that, that is she has taken divorce, and she has reached at this age at the manager position. So she is highly motivated and highly self-dependent so she not have problem mental, she may.

Nivesh Dhote: Subjected to her personality.

Rohit Kumar Pandey: Although, Sir it will be costing her, means 500 Rs, so there are many other ways that we can motivate ourselves. So, what she likes some, some of her hobbies, hobbies, she can do that for...

Professor Santosh Rangnekar: So, I also feel that is the for her the mental health, we will keep in the question, after our final, the essentials, because I feel and rest 3 have not given also. So, mental health we will talk about later on. Prepaid legal assistance, how many of you have given? 2 have given and 2 have not given right. So, one logic, Abhishek has given? Oh.

Abhishek Soni: Yes, at last.

Professor Santosh Rangnekar: Okay, you also given, so three have given, prepaid legal assistance. So therefore, in that case, because of this her divorce situation so they think that is the she may require the legal assistance. So, let us put the tick mark here. So therefore, we have come out with the 2000, then again 2000, then 1000, then 300 is there.

Now, these company transport that we have to see, that is the because of the timings that we will discuss later on, this is done, this is done, this is done, Plan D is done, daycare is done and company transport okay, this is done, okay this is done, free to day care service and company transportation is there.

Now, we as I mentioned that is about the timings and we are having the 5,300 so far. So still you are having the enough this thing. So I will go by the majority where the majority has given because that is a need of the our employees, suppose I take they are employees so they are shown the interest, now what is the majority plan, other plans are in the majority, how much? 2000, 7300 and then transportation, transportation all 4 have given. So that is this 750 will be there, 8050 is there, now what we have not given?

Nivesh Dhote: Sir, we have reduced in life insurance part 1000.

Professor Santosh Rangnekar: 1000 that is I but any other incentive which you, there is a language class, yes, why you have not talked about even that thing? It is very surprising, they are playing the role of the executives, but they are students, but they have not given any and not a single one has given, say that is the there is a college tuition, she should go in the evening and she should learn the foreign languages, she should learn the more languages because she is carrier oriented. So she will have a multi languages so knowledge then definitely her career will be much better, international assignments and all and all and all and all we keep on talking, but it has not motivated to my any student, why? How much it is?

Nivesh Dhote: Sir, language classes is for 500 Rs.

Professor Santosh Rangnekar: 500 Rs so, what has stopped you? I would like to know so, first I will ask Jivesh, why, what has stopped you to give her the language class development, professional development.

Jivesh Agarwal: I thought she is a working mother, so after her office she would like the extra time to spend with her children. So, as they are very young as of now.

Professor Santosh Rangnekar: She can learn from home? Online course?

Jivesh Agarwal: But sir it is difficult for her to learn from home as she is there are 3.

Professor Santosh Rangnekar: Responsibilities are there.

Jivesh Agarwal: Yes, sir other responsibilities are there.

Professor Santosh Rangnekar: Okay Rohit what is about your? Why you have not given?

Rohit Kumar Pandey: I actually prioritize these things because health related problems and her children related problem are more prior than this college.

Professor Santosh Rangnekar: Professional development.

Rohit Kumar Pandey: But still, if there would have been some coverage than I would have gone for college tuition reimbursement, because she can go for some long distance MBA or some other program that she is interested in and can.

Professor Santosh Rangnekar: Yes, so that, that is, I will take it as an essential part because we have to give the opportunity for the professional development and we have to plan for the professional development, but my kids are so much involved into the personal problems, that is they have ignored the professional development, no but I will give professional development, how much amount is there?

Rohit Kumar Pandey: Sir, college tuition reimbursement is.

Abhishek Soni: 500 for language.

Professor Santosh Rangnekar: For language 500?

Abhishek Soni: And college tuition is 1000.

Professor Santosh Rangnekar: Okay, so both you have not given, there are the two more aspects one is the college tuition and one is the language, but both have not been given by anybody, oh my god, okay, that is 1000. So it is going 9550 okay. So here now, I leave to you, that is this legal assistance, right? Because if I would have recall this earlier, I would not have agreed for this because the divorce is over.

Now, after divorce there is nothing legal assistance is required. Because if it she is in the process of the divorce, okay the lawyer is required. So, I do not think this is required, so I will minus this, and then it will come 9250, wow, very good please give a big hand this is a best plan. So therefore, I think this is okay, 7000, 8000 and then the 9250, but you can give your comments also.

So, what we have not done actually? So therefore, the daycare we have taken, everything we have taken, out of your plans, what we have not taken? One is the legal assistance we have not taken any other?

Abhishek Soni: Mental health we also rejected.

Professor Santosh Rangnekar: Mental health we have not taken, anything else?

Nivesh Dhote: We have reduced this life insurance part by 1000.

Professor Santosh Rangnekar: That A, B, C that have 3 parties very much reasonable, so no, no, I have no, 1, 2, 3, 4, 5, 6 and 7. So, 7 benefits we have given, 2 benefits are the professional development, but yes. So, what is the message? What you learn from this? That you learn that is every individual is having the different needs and priorities.

So in motivation, the companies what they have to plan? Whenever you plan please, this is my humble submission. Whenever you plan for the incentives, compensation and benefits, please see that every individual is having different situations, different mindset, different priorities, and keep the cost to the company same, I am not going to increase the 9250, so 9250 is same, but try to give, I am not saying that this is the best plan, because the best plan for the each individual is the best plan, we are not forcing that is go if I force this it means that company is having the fixed incentive plan and company is not giving the priorities and importance to these plans. But that is not the intention, what is the intention?

Intention that is each one should be given this freedom and not this one, this should not be the fixed plan and that should be the variable plan and let the people be happy. Suppose the they want to give 2000 okay, let them give the 2000, let them take that particular plan, why not? It was 3000 earlier, so then okay it might be 3000, it is up to the individual, may not necessarily he will go by 9250, they have gone through the 9050 also.

So, it is not the monetary benefits that will motivate, that is no, no I have to catch all this figures, no no, what is important is? Independence and that is a message of this exercise, through this exercise you have seen that is the how we can give a message that easy understand the motivation, understand the needs, let them give the freedom and let them design so that your employee engagement and motivation that will be connected.

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So I convey a sincere thanks to all of you for participating. Thank you very much. Thank you.