HR BLINDSPOT

Did you know that a "900% variation" in performance between the top and bottom performers in YOUR FLEM (Frontline Executive and Manager), in the same role, with the same tenure - could be your biggest blind spot?

— And —

You can now save a significant % of your manpower budget and reduce attrition.

Subscribe to next generation, data driven, People Performance Management System (PPMS)

What problem are we trying to solve?

Front Line Executives and Managers (FLEM) workforce in sectors like BFSI, Consumer Goods, IT enabled services etc. constitute upto 50% of employees and work in sales, customer service and operations. In addition to full-time employees, enterprises in these sectors have a large number of gig workers (example Insurance agents), off-roll (temp staffing) and FLEM on third-party rolls (example Banking Correspondents). FLEM workforce in select 9 sectors alone is estimated at over 10 million. All these FLEM roles suffer from repetitive tasks, very high attrition and low performance. TMI research done on a sample of such companies shows that the FLEM performance in the same cohort (same role, environment, same vintage and selling same products) varies enormously with top percentile performers performing at **9x-16x times** the lowest percentile. (See Figure 1 below)
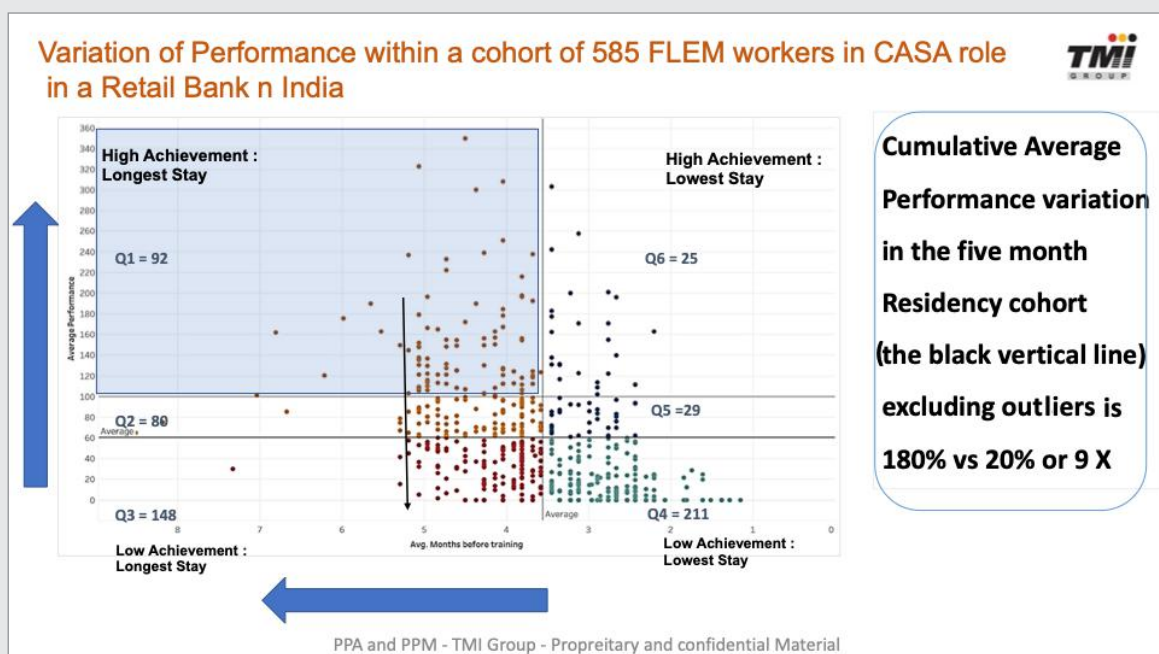

Fig 1. Performance variation in FLEM roles

This huge performance variation within a cohort in the same role with the same residency was also found in Life Insurance, FMCG and in non-CASA roles in a retail bank. This performance variation is the symptom which causes issues for both the enterprise and FLEM workforce. Enterprises face high infant attrition (33% per annum or more in the first 180 days), cost of backfill, excess manpower cost due to productivity loss etc. For the low performing employees, it leads to low engagement, morale and early dropout from employment. **This high performance variation amongst FLEM workforce** is the root cause of high attrition and affects a large number of medium and large enterprises. This is the **problem that c.l.a.n. seeks to address.**

3 Reasons why most FLEM fail in their job?

According to T Muralidharan, Founder Chairman of three-decade old TMI Group, author of two best seller books on job counselling and an alum of IITM and IIMA, there are three main reasons why FLEM fail:

1 Failure to take ownership for performance on the job

2 Inadequacy to master the role

3 Inability to recognise and fix the everyday issues at work.

The root cause is the lack of a digital, just in-time resource system to guide FLEM employees during the transition process - from a student to a **winning FLEM professional**.

Why FLEM?

- FLEM in any organization are the key to success because they are at the front-end of all activities – sales, customer service, supply chain, production etc. *The Frontline Advantage HBR May 2011*

- FLEM constitute over 50% of workforce in many service enterprises.

What is the proposed solution? How do you measure it's success?

The solution is to enable FLEM employees to succeed on the job quickly and earn incentives & rewards including promotion. c.l.a.n. tries to achieve this by asking a simple question – **What do top performers do differently compared to the low performers?** The answer is **mastery on the key tasks**. c.l.a.n. is a new AI-backed, user friendly, App based platform to empower low performers to scale up - by capturing and transferring the best practices (at the task level), from the star performers (in the same peer group), on a daily basis. c.l.a.n. goes further by creating a support system of peers in the same role to handhold and help implement the best practices.

c.l.a.n. addresses the key problem of **learner motivation** by linking the learning to performance improvement and increased incentives. For enabling this, c.l.a.n. uses **advanced proprietary performance models and performance visualisation tools** specific to each role, to link the task level performance to role performance. c.l.a.n. will benefit from the deep learning and expertise of TMI Group in hiring and induction training of over 200,000 FLEM workforces. TMI Group is the only group in India with in-house expertise and competencies in the entire talent supply chain for FLEM in India (see figure 2 below)

Why TMI Group?
TMI is India's only integrated and end-to-end Talent supply chain group for FLEM workforce
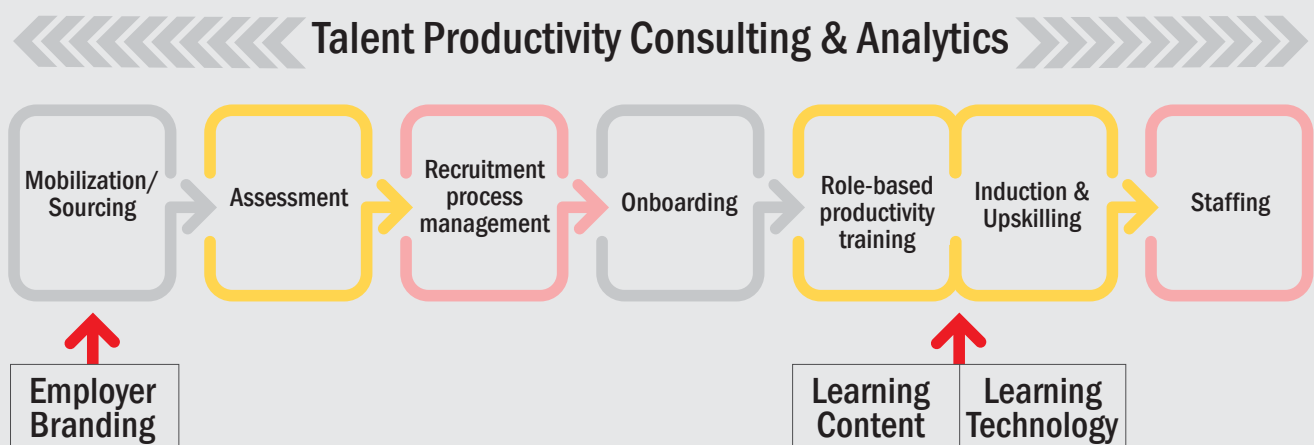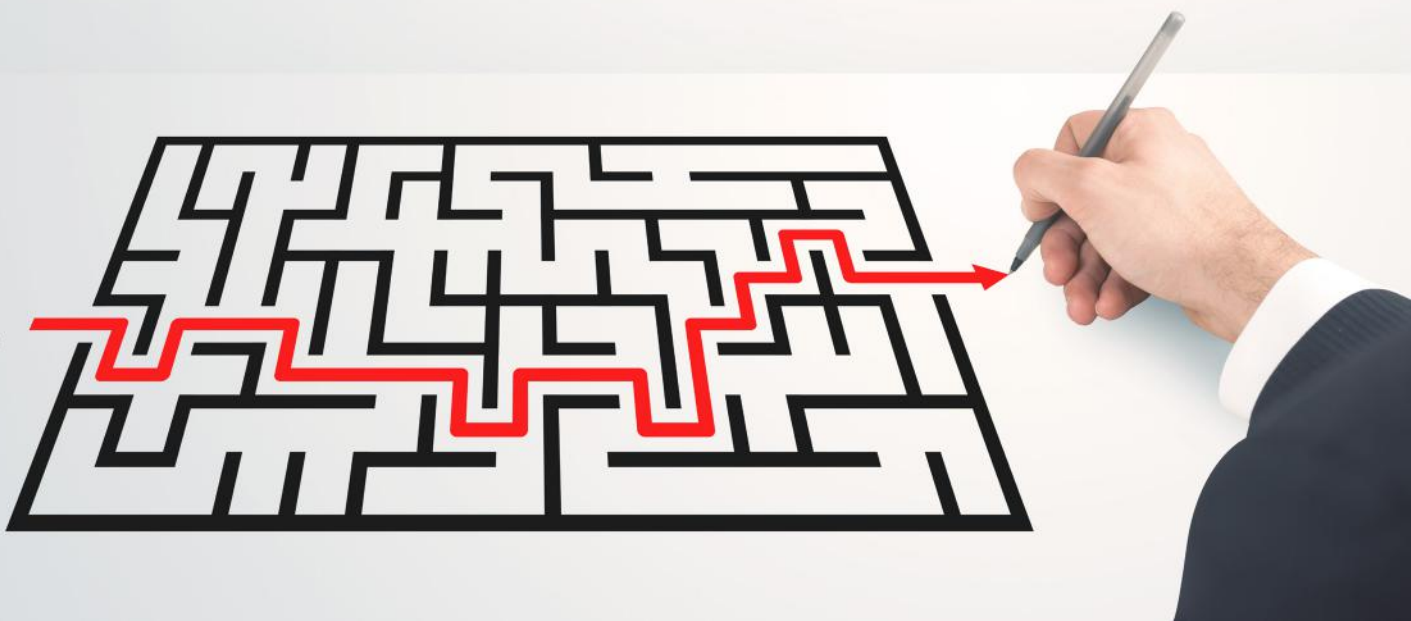

Fig 2. TMI group expertise across the FLEM Talent Supply Chain

Has a solution been attempted earlier?

Currently, most medium and large enterprises use classroom training, Digital Training; Learning Management System (LMS) based in-house bespoke/bought-out learning content for driving enterprise learning. These learning interventions include induction, up-skilling, coaching/mentoring, online skill-training courses and even generic role related training. There are many learning platforms – both inside and outside the company. According to a study published in Harvard Business Review (12 October 2019) enterprises globally spent **USD 359 Billion** in 2016 and this may not include training cost of non-employees.

The experience of TMI Group with FLEM workforce is corroborated by the above referred study which shows poor off-take, poor absorption, and very low level of implementation of the learning. Root cause of this is that learners find these teachings/trainings too generic and not immediately implementable in their current role/tasks and also do not see the connection to incentives and rewards. Hence, c.l.a.n. is a **pioneer and first mover in Digital Enterprise Learning space with a performance linked, role centric, peer learning platform.**

And how is c.l.a.n. different?

c.l.a.n. is positioned very differently vis-à-vis existing learning platforms. Please see c.l.a.n. competition section and figure 3 there in for more details.

c.l.a.n. follows the following **seven-step performance enhancement model** as below:

1. c.l.a.n. identifies, for every specific FLEM role, a complete list of tasks and subtasks of the role, as it is performed right now which sets the context and relevance of the learning.

2. c.l.a.n. identifies for each role - KPIs, the list of key tasks and subtasks that have high impact on KPIs, using **proprietary performance modelling techniques**.

3. c.l.a.n. creates a motivation to learn through a performance visualisation engine.

4. c.l.a.n. identifies the STAR performers and extracts – as **"How2" videos** - their best practices on these key tasks/sub tasks through a proprietary methodology.

5. These "How2" videos are discovered by the low performers through a unique **Discovery Engine** which identifies the right video for each learner – based on his/her real time performance.

6. c.l.a.n. creates a digital support system to encourage the learner to implement the learning.

7. c.l.a.n. tracks and connects the performance improvement post learning in terms of improved KPIs (outcomes) both for the company and the FLEM professional.

TMI research shows that role-centric peer learning is contextual, practical and easily implementable. It substitutes for talk-down approach of expert driven learning. c.l.a.n. also motivates the learner better because the peer group shows him/her a path to enhance performance which leads directly to his personal outcomes (bonus, promotion). c.l.a.n.'s unique design enables this.

What stage is the development of c.l.a.n. at?

c.l.a.n. model has evolved in the last 24 months with the help of live FLEM employer feedback. c.l.a.n. app with all the app features is under testing. It has following modules in the first phase in addition to standard modules for User Management:

1. **Performance Assessment Engine** which will enable each FLEM to visualise and compare real time performance with peers. This engine will also help in establishing the motivation to perform better.

2. **Discovery Engine** assesses each FLEM, based on his/her real time performance, his/her root cause of low performance, and identify the top tasks the improvement of which will lead to better KPIs (using the performance modelling technique) and then drive him/her to a set of "How2" videos to learn from, on any given day. Each FLEM will be served a customised learning path.

3. **Video Delivery Engine** (with vernacular language options). This is a bank of How2 videos that will be delivered based on Discovery Engine.

4. **Post-Video Engagement Engine** to help the learner implement the learning.

What is the competition scenario and what are the entry barriers?

Fig 3. c.l.a.n. competitive scenario

Firstly, c.l.a.n. has no immediate/direct competition right now as can be seen from figure 3. The enterprise segment is dominated by in-house LMS driven platforms and LXP platforms like Disprz which are induction learning and knowledge learning platforms. These learning interventions have been ineffective (HBR Oct 2019 study referred earlier) as elaborated earlier. Till recently, enterprise learning was instructor-led but due to COVID-19, most of these learning interventions have turned Digital. Thus, the first differentiator for c.l.a.n. is that it is a performance improvement platform and not a learning platform.

The second differentiator is that c.l.a.n. addresses the learner motivation issue by linking learning to performance enhancement.

The third differentiator is that c.l.a.n. does performance modelling of every role with correlative link to outcomes which provides a scientific basis for linking learning to performance.
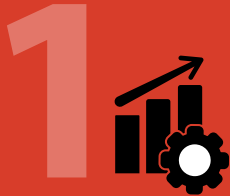
What is the team?

While the team will be guided by TMI Group Chairman, Mr. T Muralidharan, who has launched seven start-ups of which three have been successful, c.l.a.n. being the eighth start up, c.l.a.n. will operate as an independent start-up entity with its own CEO, CXOs and board though TMI will have a presence in the board. Candidates for the role of CEO, CTO (Chief Technology Officer) and CDO (Chief Delivery Officer) have been identified and are currently in the process of recruitment. They will be onboarded as soon as funding is in place.

Currently c.l.a.n has consultants for Technology and Finance.

Why c.l.a.n.™?

Six Differentiators

1 Focus on daily performance improvement

2 Focus on role-practitioner community support

3 Focus on "ownership migration" from employer to FLEM

4 Focus on curated, peer-rated, ready-to-use content

5 Focus on FLEM roles and off-roll employees initially

6 Focus on digital technology for reach, custom experience and real-time support

Our special co-creation offer for a Pilot?

1. **Free development of People Performance Modelling (PPM)** - for one role

2. Free development of **HOW2 videos** for key sub tasks for one role after PPM

3. **Free subscription** of unlimited employees in the same role - to the platform **for six months**

4. **Insights report** on nominated Cohort - on a group basis to assess the performance enhancement effort on the app

c.l.a.n.

India's first, role-centric, data driven, digital,
AI based, performance enhancement platform for FLEM -
to reduce performance variation and attrition.

TMi GROUP

India's largest people performance group.
A thought leader in hiring, induction, learning sciences,
skilling & up-skilling of FLEM roles. Since 1991.

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