

Nomination: 5620

TCS Leads Transformation

Page: General Information
Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.
Name of Organization/Company Tata Consultancy Services
Additional Contacts I do not wish to list additional contacts
Page: Entry Information
Entry Title TCS Leads Transformation
Category B01 - B59 Achievement > B54 - Leading Transformation Award
Achievement Submission Format Written Answers
a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required TCS is an IT services, consulting, and business solutions organization with ~592,000 skilled consultants in 46 countries. TCS recorded an operating margin of 25%; net income of \$1.314 billion (+3.7% YoY) in FY22. Recognized as 2022 Global Top Employer (7th consecutive year) by Top Employers Institute, TCS delivers excellence to its clients in the VUCA world by embracing a new operating model, Secure Borderless Workspaces (SBWS™). Careers With Purpose (CWP) is a novel approach to talent management to drive consistent customer experience. We ensure that our clients maintain business continuity during peak disruption, and thereafter, to accelerate their growth and transformation (G&T). As an IT organization, our talent pool is our key asset to be able to deliver the need for greater resilience and agility within enterprises. TCS handles over 12,000 Agile projects contributing to 85 percent of IT services revenue. Our bench strength - capabilities and readiness of potential talent pool for new projects and the probable successors to move into key professional and leadership positions, is critically important for us. Using our technological expertise, we weave in behavioral sciences, listening posts, quantitative analysis, and digitization to address employee ambitions & balance them with customer needs.

b. Outline the team's or organization's achievements since the beginning of 2020 that you wish to bring to the judges' attention (up to 250 words). Required

Three-pronged approach to manage talent in the context of remote work, Great Resignation, evolving customer needs and changing employee expectations.

1) Bench strength management

Bench strength optimization and effective utilization of existing talent pool

- Direct cost saving: recruitment, bench costs; business associates (BAs) replacement
 - Indirect cost saving : client satisfaction, faster project delivery; ready-to-function associates
- Rigorous tracking of associates whose assignments are about to end to identify new roles for them before their previous assignment ends - ~65% associates found new projects without going to bench

2) Aspiration management

TCS = 'long-career' workplace.

Internal tools collect associate aspirations and provide learning paths to associates to achieve them.

Digital Profile - representing skills, competencies and achievements, mapped using artificial intelligence tool Ignio™ to the existing open positions within the organization and automated emails are sent to the associates so that they can apply to newer roles.

~6500 1-1 career conversations conducted by HR Partners to help associates pursue their ambitions within TCS

3) Lifelong Learning

3500+ Contextual Masters in US- Growth & Transformation leaders capable of engaging with CXOs of our customers on their transformation agenda.

Re-imagine In-person leadership and soft skills programs and reinvention of teaching & assessment methods - virtual breakout rooms, digital whiteboards, interactive channels, peer tagging, simulation, gamification

Strengthen hands-on learning platforms with the launch on On-Demand and Hands-On practice environments.

40K+ Deep skilled associates with future-ready skills

Elevate WINGS program - Align learning paths with organizational future skills with benefits including career growth, compensation redesign

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required

Campus hiring doubled in last two FYs to include fresh talent and empower them with one-year rigorous training accelerating client value delivery from the projects

The outcomes are exemplified by the strong suite of intellectual property created by TCS' Contextual Masters, and the over 700 patents held by this community. Their insights have also empowered TCS to deliver transformational thought leadership in the industry.

TCS's Resource Management Group (RMG) performs a three-way balancing act of aligning talent needs of business units with employee aspirations and business objectives. At the enterprise level -

- Prescriptive analytics for workforce management strategy based on talent demand and supply.
- Use of algorithmic module for real-time analytics on the current workforce demand and fulfillment recommendations

At the associate level-

- Listening posts in the talent management cycle for designing engagement programs.
- Elements from behavioral science and data-driven insights combined in the form of digital nudges to promote positive behavior - updating one's skill profile, seeking out a mentor, and sharing role aspirations.

These interventions have led to -

- \$50Mn saving in bench costs (FY21-22)
- One of the lowest attrition rates in industry
- 25% of workforce in G&T assignments & 58% having at least one market ready digital skill
- ~3700 Hi-potential associates enrolled for futuristic career paths
- 1/3rd associates captured aspirations & enrolled for career conversations with HR partners
- 840000 learning hours clocked

The best validation of these efforts come from associates themselves - highest satisfaction index (75.6%) in internal employee satisfaction survey in 13 years.

d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional

HBR Case-study on TCS SBWS - <https://www.hbs.edu/faculty/Pages/item.aspx?num=59317>

<https://www.tcs.com/tcs-secure-borderless-workspaces-shows-the-way>

<https://qz.com/india/2054345/how-tcs-hires-and-onboards-remote-workers/>

Experts in TCS context -

<https://www.tcs.com/tcs-way/contextual-knowledge-mastery-tcs-client-growth>

TCS plans for expansion coupled with commitment to STEM education & lifelong learning -

<https://njbmagazine.com/njb-news-now/tata-consultancy-services-adding-1000-nj-employees-by-2023/>

https://www.linkedin.com/posts/tata-consultancy-services-north-america_volunteer-month-activity-6922555335534616576-2qUZ?utm_source=linkedin_share&utm_medium=member_desktop_web

<https://www.newindianexpress.com/business/2022/feb/04/tcs-to-expand-operations-in-us-to-hire-1000-staff-by-2023-2415111.html>

SBWS –

<https://www.youtube.com/watch?v=t4GHqHPi1I>

TCS Teachers VIP Marathon entries -

<https://youtu.be/iFeRhJP5gyQ>

Women in STEM- https://youtu.be/6bTy_ol3bBw

Community innovation program - <https://youtu.be/M9obJORlmoU>

NYC marathon - <https://youtu.be/6GmweU1SPsU>

Employee narrative: <https://youtu.be/KQlrzm6UoUg>

GoIT: <https://youtu.be/jaslpBhhFal>

Head of global sports sponsorships - https://youtu.be/MyCKGbAj_6U

Chicago marathon app - <https://youtu.be/onUMStY5EPE>

Building of belief song - <https://youtu.be/VwQsFv1Evo>

Webpage Link

Would you like to add an additional webpage link?

Supporting Document

Download File (https://stevies-sage.secure-platform.com/file/13737/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWVpYUkiOiJ0eXN3b3dOb3RtaWduZWVcmwiOiJGYWxzZSIImInbM9yxSEjQ0QmeCs5mjJ-B3DufbTIQkZPC_YLe0Sqc?B54%20Leading%20Transformation%20Award%20-%20Application%20-%20Collaterals.docx)

Would you like to add an additional supporting document?

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