



SALTLABS

Life Long Employability

Challenges of Placing students in industry during a slowdown

Len D'Costa

Social Entrepreneur

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Key messages

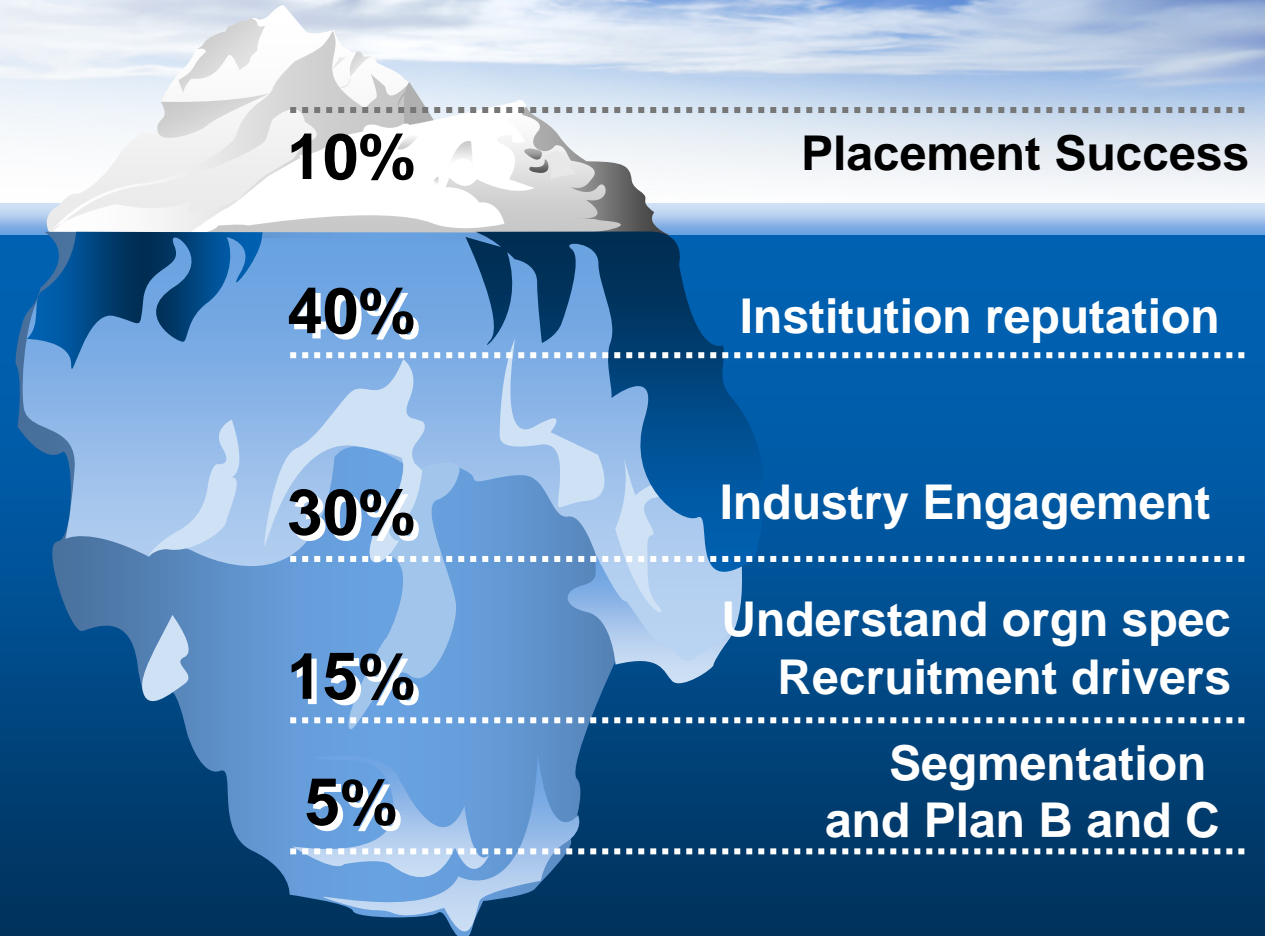
1. Attempt to make the 10 commandments of graduation and higher education explicit.
2. Come to terms on the home truth of the placement process
3. Understand the anatomy of criteria for placement segmentation
4. Crisis Management for placements without a systematic process will always have knee jerk outcomes without a carefully thought out strategy
5. Highlight the need for senior educationists to learn, unlearn and relearn through a couple of focused reading recommendations

The 10 Commandments of Graduate and Higher Education

1. To continuously engage with industry throughout the year on all areas = summer projects, internships, consulting, research, training, manpower assistance and placements.
2. Help students to become industry ready – employment / entrepreneurship.
3. Create an innate curiosity in them to continuously learn, unlearn and relearn.
4. To have a broad outlook on possibilities as per industry dynamics and not be governed by dogmas / beliefs / past records
5. To ensure that the teaching and visiting faculty are at industry's cutting edge at all times.
6. To ensure that student choices of industry fitment is made on career potential and choices that could emerge in 5 years and not immediate salaries / current perception of scope.
7. Concept as advocated by Malcolm Gladwell in his path breaking book – Outliers – the 10000 hours hands on experience rule
8. Counsel students to manage the highs and the lows and most importantly, the benefits of lows
9. The search for roles that offer experiences which hold the potential for learning and creation of new choices and possibilities in the long run
10. Educationists must lead industry practices

The placement Iceberg

Placement success is the outcome of a well executed Customer Relationship Management Strategy



Before commencing on the commandments, let us try and come to terms on the Home Truth for Placements....

- Placements are the outcomes of a year long customer relationship and value driven engagement process with industry.
- While the true value of CRM is not visible during a boom, it is the critical differentiator during a slowdown.
- To understand placement philosophies, it is important to understand the culture of each organization and drivers to fresh talent recruitment and tailor your offerings accordingly
- Once the decision making process of the organization is mapped, the educationist needs to chalk out strategies for each organization , it seeks to woo.
- It is important to have a segmentation and a pecking order in terms of organizations and strategies thereof.

Commandment 1

Continuous Engagement with industry

- Short Projects - Marketing Research / Data collection / Sales / analytical projects
- Faculty industry connect to understand business dynamics and once brand is established – consulting engagements
- Customized research / case study documentation for companies
- Management Development Training and Faculty Development Internship collaborations
- Assist in talent search among senior alumnus and people for short focussed assignments
- Invite industry middle managements for guest lectures
- Help develop sectoral knowledge updates for industry
- Understand profile of required people and competencies
- Cash in on the relationship through Final Job Placements

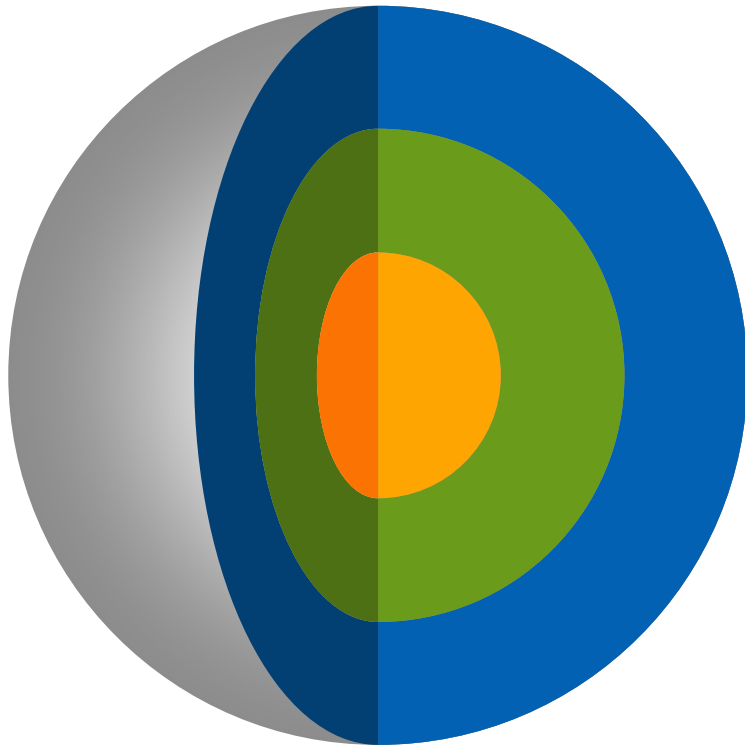
Commandment 2

Help students to become industry ready

- Training students on specific competencies as part of the curriculum – e.g. six sigma black belt, Project management (PMI) etc
- Strong sharing of real projects done by students
- Build Secondary research capability on sectors among students to ensure that they are fully updated on industry dynamics
- Get a larger number of diversely qualified and experienced students into each programme
- Ensure hostel accommodation is judiciously planned keeping cross exposure among students in mind.
- Being in best in class experts from academia and industry to provide capstone projects / lectures in each subject.

Commandment 3

Create innate curiosity to learn and discover



- Build application intelligence
- Encourage development of a single domain sectoral expertise
- Expose students to best in class research work and seminars
- Reward originality and be severe on cut and paste
- Encourage super specialization in area of interest for each student
- Get students to write thought leadership articles in areas of interest
- Ensure faculty are trained in the consultative/ collaborative teaching approach.

Commandment 4

Develop a broader outlook beyond salaries / roles and past records

- Help students understand broad competencies at different levels in organizations and grass root experience to build such competencies
- Get students to focus on possibilities and not the salary on offer
- Get the students to understand that past reputation with specific sectors would not matter when the economy shifts gear
- Help students develop both an eagle and a worm view on issues.

Commandment 5

Ensure that the teaching and visiting faculty are at industry's cutting edge at all times.

- Harvard best practice of updating a third of the syllabus every year
- Invite people from best in class organizations to speak on domain
- Sponsor faculty to top development seminars which industry participates in
- Get faculty to industry forums – CII, Nasscom, FICCI etc.

Commandment 6

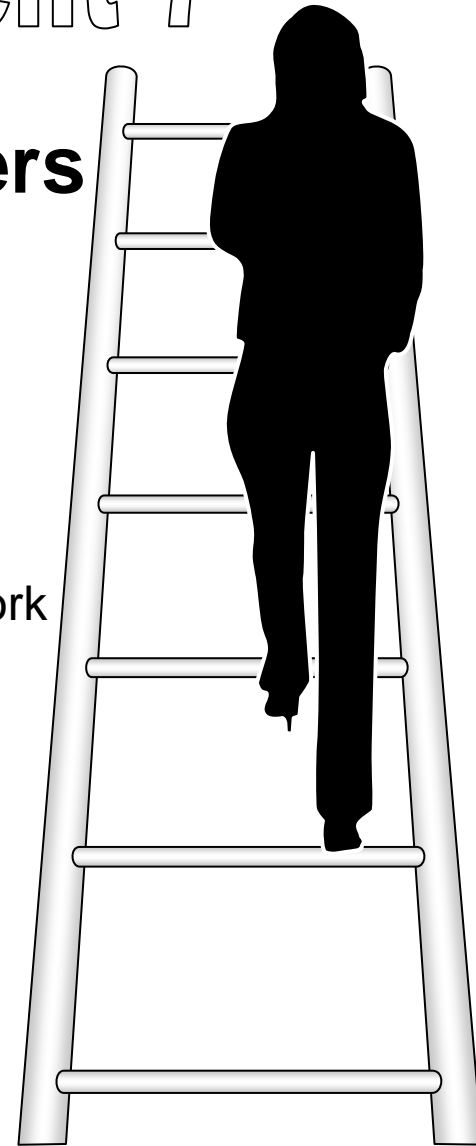
Evaluate the potential in jobs / roles

- Teach students to evaluate potentials in new jobs / roles as they unfurl on campus
- Educate them on competencies that such roles could build
- Show them the path of development of new competencies in a rapidly changing world.

Commandment 7

Concept of Outliers

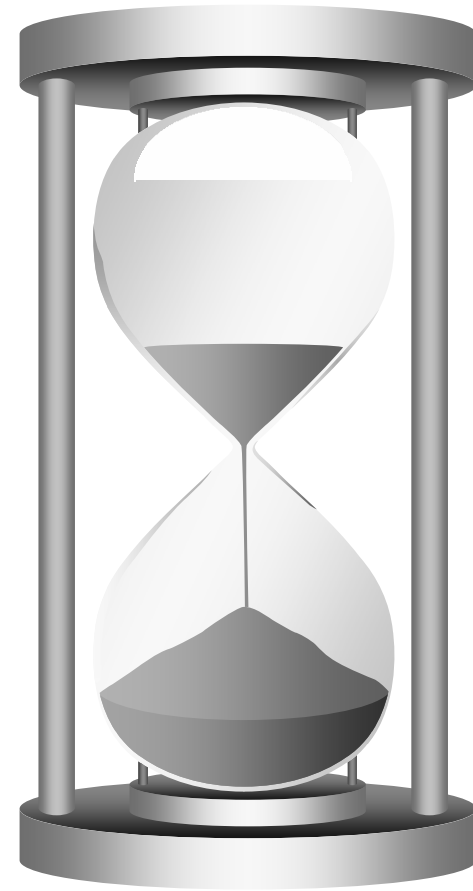
- The 10000 hour rule
- Explain the limitations of geniuses
- The power of delegation, consortiums and team work
- The power of humility across life



Commandment 8

Counsel students to manage highs and lows

- How the situations turn table at different times in our lives
- How each of us need to work for about 50 years and the importance of staying relevant and properly priced.
- The strength of values
- The humility to accept that each of us is a part of a larger whole when on a high and to learn lessons from our lows continuously.



Commandment 9

Search for roles offering unique experiences

- Exposure to unique markets / unique sets of people or professionals
- Take up those jobs that no one considers special and convert it into a special one.
- Create our own unique value proposition

Commandment 10

Educationists must lead industry practices

Where the mind is without fear and the head is held high

Where knowledge is free

Where the world has not been broken up into fragments by narrow domestic walls

Where words come out from the depth of truth

Where tireless striving stretches its arms towards perfection

*Where the clear stream of reason has not lost its way into the dreary desert sand of
dead habit*

Where the mind is led forward by thee into ever – widening thought and action...

Into that heaven of freedom, my Father, let my country awake

Rabindranath Tagore

Anatomy of criteria for Placements and developing a value proposition

Purpose – Consulting, Summers / Projects, Pre Placement offers and Final Job placements

Graduate

- Sector specific
- Reputation specific
- Project specific
- Vocation specific


Engineering

- Industry specific
- Role specific
- International Placements
- Location specific

Management

- Specialization specific
- Pre MBA experience specific
- Profile, Role specific
- International placements and location specifics

A small list of common Crisis Management practices for Placements

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- Internships instead of employment.
 - Expand basket of companies to medium and small enterprises
 - Undertaking Market Research / Studies
 - Using Placement consultants.
 - Cut out cost and effort of travel for corporates– use video conferencing / Skype etc
 - Location specific student for employment fairs through a consortium of colleges / academic institutions – invite corporates
 - Consider non glamorous traditional sectors – manufacturing, logistics, FMCG, Rural Marketing etc.(e.g. Gujarat Glass)
 - Woo PSU's

Must remember – Success is not guaranteed but helps generating some momentum

SALTLABS Recommended Readings

- Malcolm Gladwell's latest book – Outliers
This would help us understand the 10000 hour rule in depth along with other aspects which govern human potential and achievements

- Old classic – Eliyahu Goldratt – “Critical Chain”
In this book, the legendary Goldratt systems thinking approach to handling strategic issues is brought out in the famous Socrates approach of story telling through a novel. In particular, the story of the struggling B-School is very explicit in approaches to the current problems.

Thank You

Do mail your views / comments to

len@saltlabs.co.in

Website: www.saltlabs.co.in