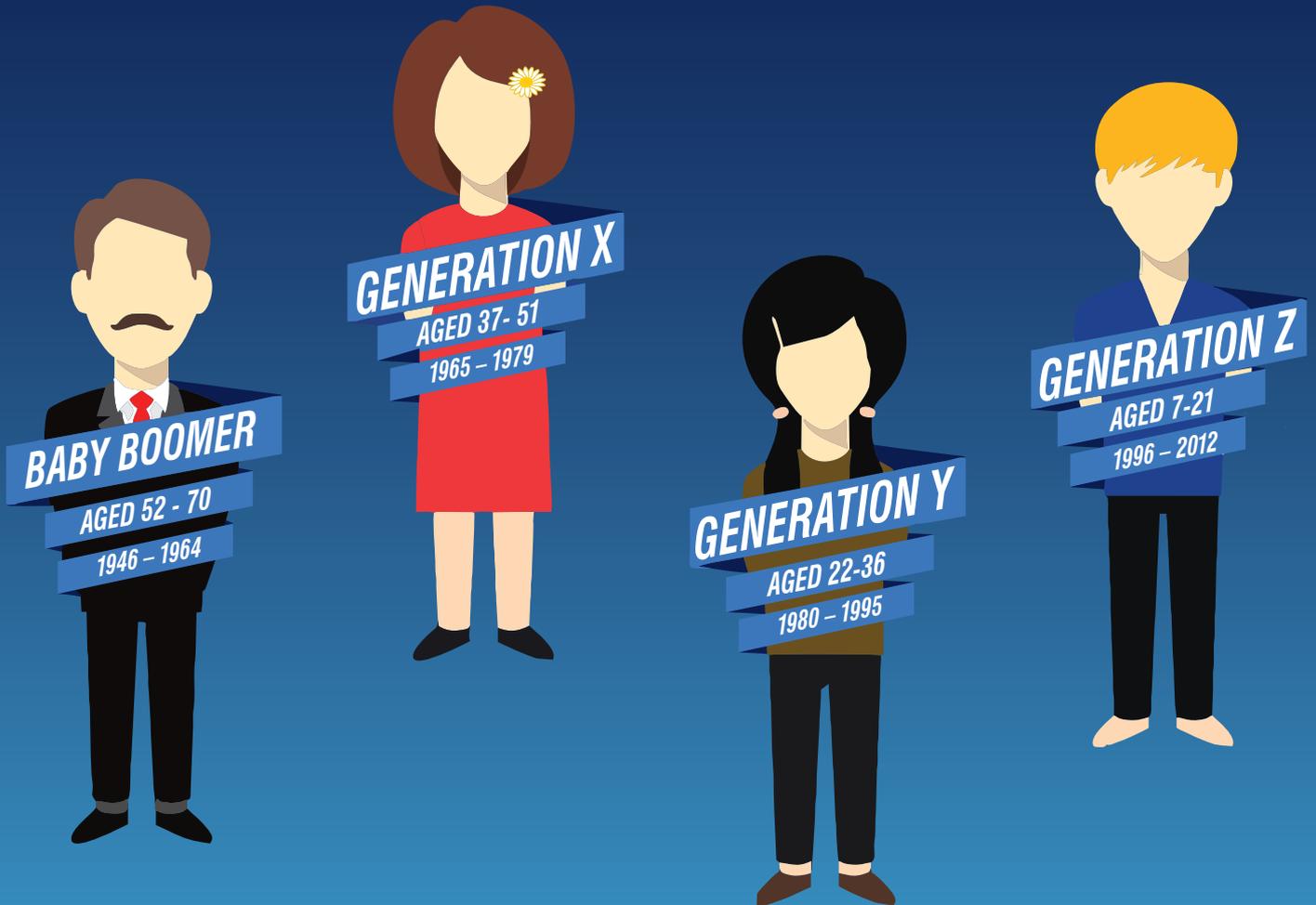


# Connect



## CHANGING WORKFORCE, ENDURING BUSINESS

UNDERSTANDING THE GENERATIONS AT THE WORKPLACE

# Editorial Message

Dear Friends,

*“Knowing others is intelligence, knowing yourself is true wisdom”*

- Lao Tzu

As a new Financial Year begins, we bring to you a new Connect issue that's a little different from all our past issues. Instead of compiling only news and events across the organization, we showcase in this issue – the different generations in the workplace and the effects of this on work.

Generations are decided based on the year of birth, and at present in CUMI we have a blend of 4 generations in the workplace namely –

Generation name	Born between
 Baby Boomers	1946 - 1964
Generation X 	1965 - 1979
 Millennials / Gen Y	1980 - 1995
Generation Z 	1995 - 2012

Given the different circumstances, parenting styles, economic scenarios and digital exposure that each generation was exposed to while growing, their work style and values are quite different. At the workplace when all 4 generations interact, report and work with each other - there is an interestingly chaotic mix of work styles that may lead to successful collaborations or conflicting priorities. Knowing each generation's work style, values and motivations, can help bring harmony to the workplace and a healthy respect for diversity.

CUMI's employee profile is changing over the years and by 2020 the population will be almost 57% Millennials and Gen Z. With this issue of Connect, we have made an attempt to share available knowledge, tools and techniques to understand generational differences and work around them. We hope that this issue will help you understand your own generation better, look at your team with fresh eyes and approach all communication in a more generation-specific manner.

Besides our theme based articles, we have shared survey results from surveying a small percentage of CUMI's employees on generational differences and needs. The Events section offers at a glance all happenings across CUMI, while A Walk down Memory Lane features ADH Jayaseelan, former Vice President – ABR. We heard your feedback on the magazine and have encapsulated in this issue a snapshot of the major points from the Connect survey. Thank you for sharing your ideas and comments, we hope to raise the bar higher with every issue.

Cheers and happy reading!

For Editorial Team

**M. Muthiah**



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# Announcements



# Chairman's Message

Dear Colleagues,

Greetings!

Looking back in time, I often wonder which generation I belong to. Whether this is defined by age, attitude, knowledge, experience, expertise etc, is unknown to me. However I find that openness of thought and respect for varied points of view, helps me understand and appreciate a persons perspective. I believe that this transcends generations and helps me embrace people in all walks of life, thus making my own life both fulfilling and meaningful.

If I translate this into CUMI's evolution as a company, we are indeed very fortunate for having been in the right place at the right time. Our founders saw an opportunity in an emerging nation with high aspirations after independence. Government policy was on self sufficiency across most industries. As decades passed, it became more evident that India could no longer be insular and isolated from a rapidly changing world, not just geo politically but technologically as well. India had to open its doors to the world and encourage open trade and commerce, not just as policy but as a platform in which industry had to transform, thrive and grow. This gave CUMI the opportunity to diversify beyond just Abrasives and Electro minerals to Refractories and Ceramics through strong partnerships and a focus on materials science and technology at its core.

Today we live in an interconnected world where collaboration with suppliers, customers and at times even competitors across geographies will be the hallmark of progress. At CUMI we have all of these ingredients in place, working across countries and cultures, using technology networks, creating new science and intellectual property, and aspiring to lead the world through strong customer interfaces transforming ourselves from Making Materials Work For Man towards Making Materials Matter.

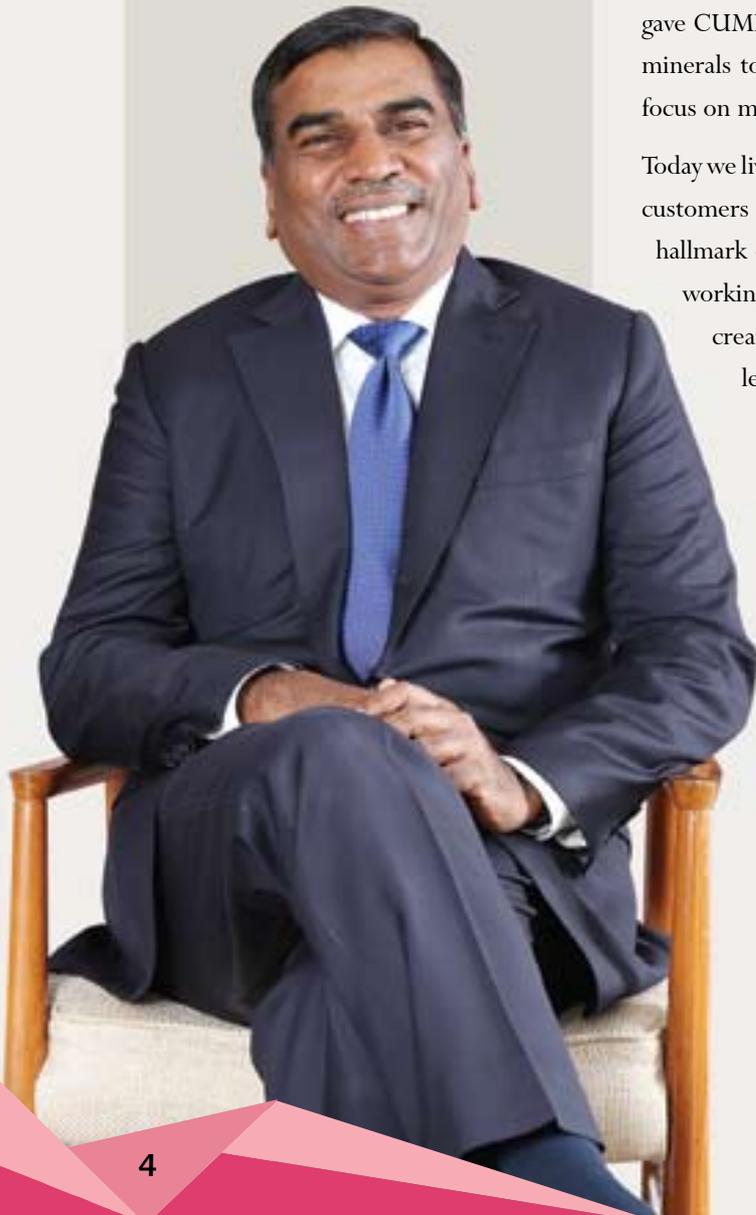
So whether we are Baby Boomers, Generation X, Millenials or Generation Z, let us work together to continuously learn, innovate, and transform ourselves with healthy personal regard and mutual respect to provide our customers the quality of product and service which will gain and enhance their confidence in us.

Thank you all for your hard work and always being passionate about CUMI's development and progress.

Warmest regards,

**M.M. Murugappan**

*Chairman*



# MD's Message

Dear Colleagues,

Changing workforce, enduring business!

Carborundum is a 64 year old company. We have seen at least two generation of employees work and retire from the company. Today we have an organization that straddles the diversity in geography, culture and age. We operate 28 locations across 7 countries bringing with it challenges of language, local rules, culture etc; yet the biggest challenge and advantage for CUMI is its age diversity. We are an organization where Baby Boomers, Gen X, Millennials and Gen Z work side-by-side in creating a self-renewing and vibrant organization.

The very nature of our business as being predominantly in Industrial Consumables means that nearly 10% of our business dies every year. Some of the best engineers of CUMI go out every day to the market to make our Customers more efficient, thus consuming less of our products ! We need to find new applications and products on a continuing basis even to stay at the same place. This we have been doing relentlessly for over 60 years now. How does the age diversity help in this? The Gen Z are the boundary busters – they seek new things and new ways to do things. The Millennials are the growth drivers – the scale up on the new things / new ways. The Gen X are the problem solvers. As we run into issues, the Gen X jumps into finding solution based on their experience.

The Baby Boomers are the visionaries proving overall direction and strategy.

Organizational renewal, growth, handling adversities, remaining in focus and relevant over a long period of time is clearly not by accident. It comes with nurturing talent across generations. Carborundum is blessed in this. That's why we say in CUMI: Its Employees first; Customer second and Investor third.

Best wishes

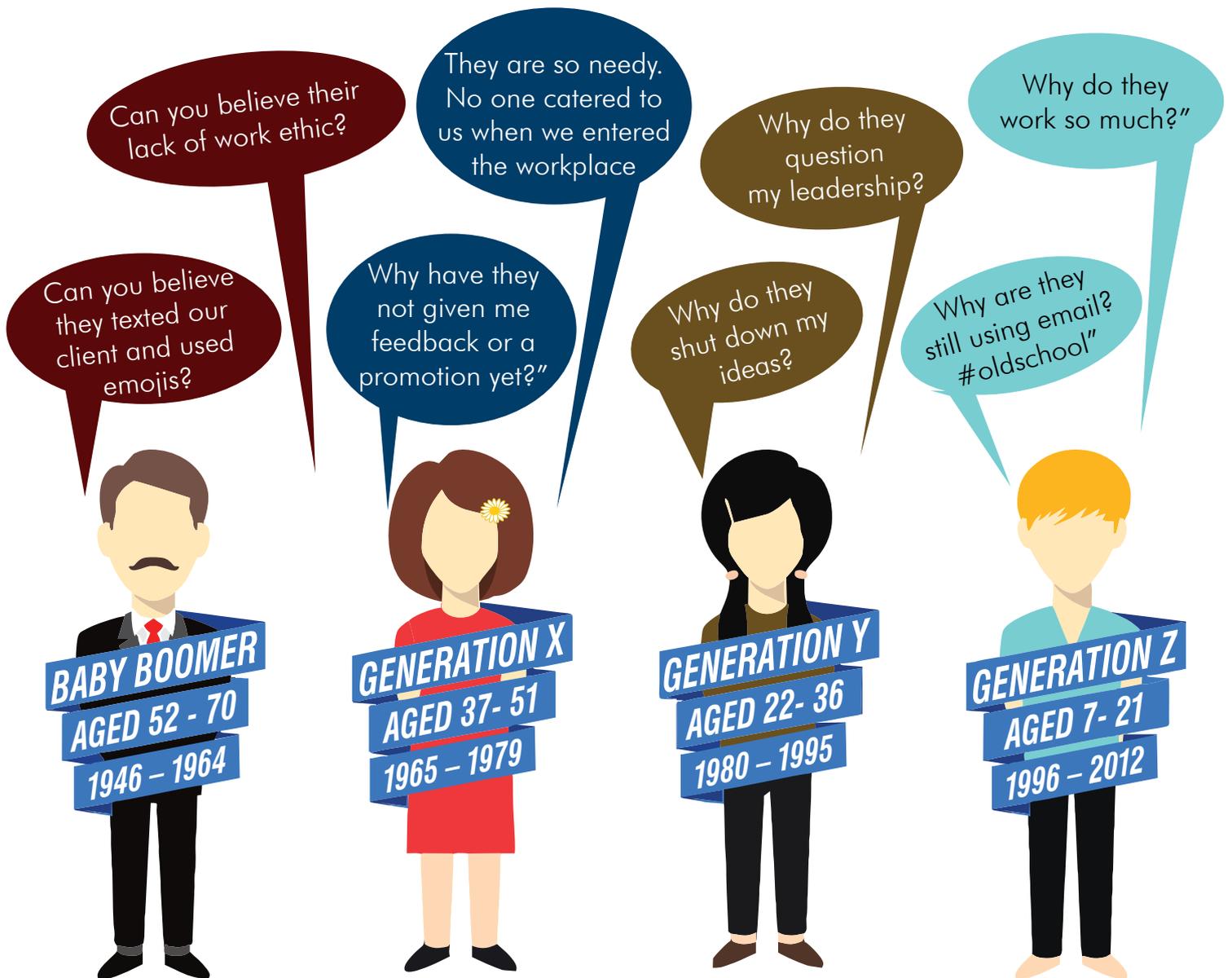
**K. Srinivasan**

*Managing Director*



# Understanding the generations at the Workplace

*The noises in the workplace sound something like this....*



Do any of these examples sound familiar? It's all too easy to jump to conclusions without assessing the backstory: the *why's* behind each generation's perspective and the *how's* for bringing them together for better outcomes.



As a prelude to managing generational differences at the workplace, the Connect team decided to first delve into literature on the generations to truly understand them. Towards this agenda, we looked up articles and research available on this topic, and here are the best of insights available from Harvard Business Review, and studies by Hay, Deloitte and PWC. Another major source was podcasts and TED Talks by experts in this field such as Simon Sinek.

**NOTE:** With people of all generations, an individual's values, expectations, and behaviors will vary according to his/her background, experiences, education, ethnicity, gender, age, and other variables that form an individual's life experience. This article is intended to provide useful generalizations and examples - it is not meant to promote stereotypes.

#### **Why is it necessary to understand generational differences?**

- To understand the impact of changing demographics on the workplace environment
- Increase personal competency in communication and management
- Promote teamwork that creates superior business results

#### **How Do “Generational Differences” Affect Work Habits?**

- The events and conditions each of us experiences during our formative years help define who we are and how we view the world
- The generation we grow up in, however, is just one of the influences on adult behavior
- Generational differences may influence behavior, but do not determine it. These differences are only one of several factors that determine behavior
- All employees are responsible for their own behavior and are expected to be held accountable to the same performance standard
- No matter what our differences, the underlying glue that binds us together in the CUMI workforce is the 5 Lights - our strong ethics and value system that guides all our actions within the organization.



# Understanding the generations at the Workplace

**Birth Year:**  
1946 - 1964

**Current Age:**  
54 - 72

**Famous People:**

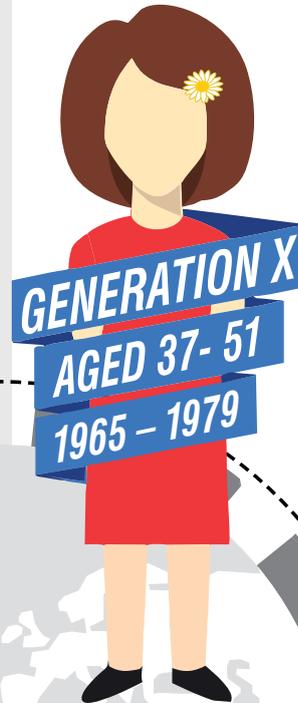
- Bill Gates
- Sundar Pichai

**Influences:**

- Post war rejoicing
- Television
- Swinging 60's

**Popular Technology**

- First communication satellites
- Microwave oven
- Video cassette recorder
- Solar cells
- Hand held calculator
- Colour TV
- Credit Cards



**Birth Year:**  
1965 - 1979

**Current Age:**  
39 - 53

**Famous People:**

- Barack Obama
- Dhirubai Ambani

**Influences:**

- Rock Music
- European union
- Car Travel
- Globalization

**Popular Technology**

- Bar scanners
- Floppy discs
- Personal computers
- Cell phones
- First word processors
- Digital video (DVD)
- Email

**Birth Year:**  
1980 - 1995

**Current Age:**  
23 - 38

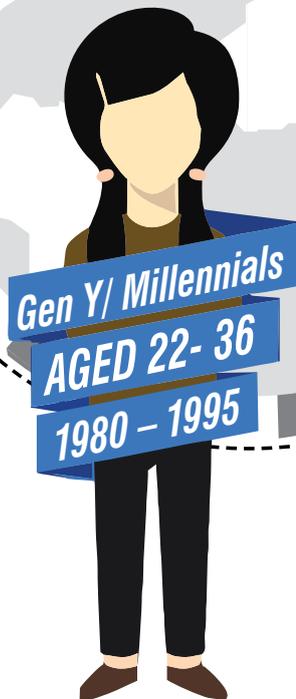
**Famous People:**  
Serena Williams

**Influences:**

- Instant messaging
- Gaming
- Global Warming
- Facebook
- Cheap air travel

**Popular Technology**

- Microsoft Windows
- High definition TV and video
- World wide web
- Personal digital assistants
- Ipods
- Text messaging



**Birth Year:**  
1996 - 2012

**Current Age:**  
6 - 22

**Famous People:**  
Malala Yousufzai

**Influences:**

- Snapchat
- Artificial Intelligence
- Global terrorism
- School shooting
- LGBTQ movement

**Popular Technology**

- iPads / Tabs
- Alexa / Echo
- Youtube
- Netflix

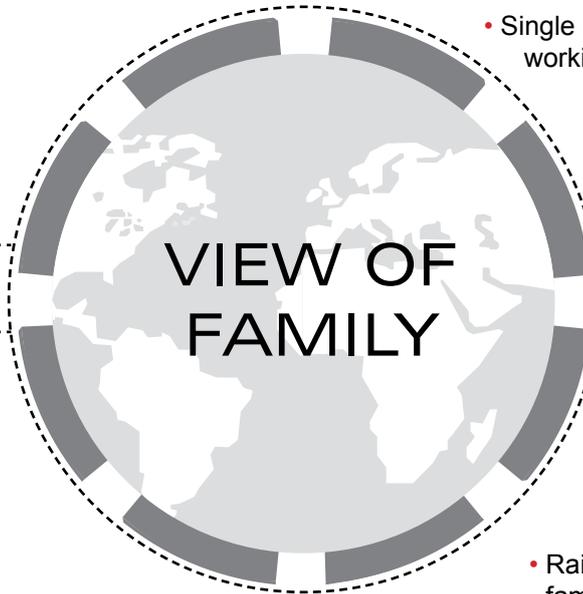
Millennials and Gen Z are very similar on certain parameters so in places there will be no separate column for Gen Z



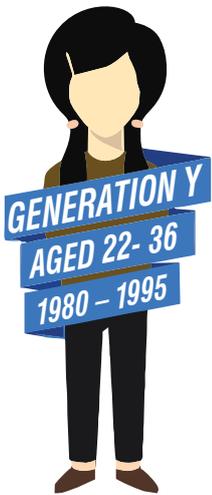
- Raised during a period of economic prosperity and optimism
- Gender roles were divided and divorce rates low
- Mostly traditional family setups – homemaker mothers



- Raised in a time of economic downsizing and uncertainty.
- Increased divorce rates and dynamic gender roles
- Latchkey kids (came home to empty houses after school and had housekeys for themselves)



- Single parents or two working parents



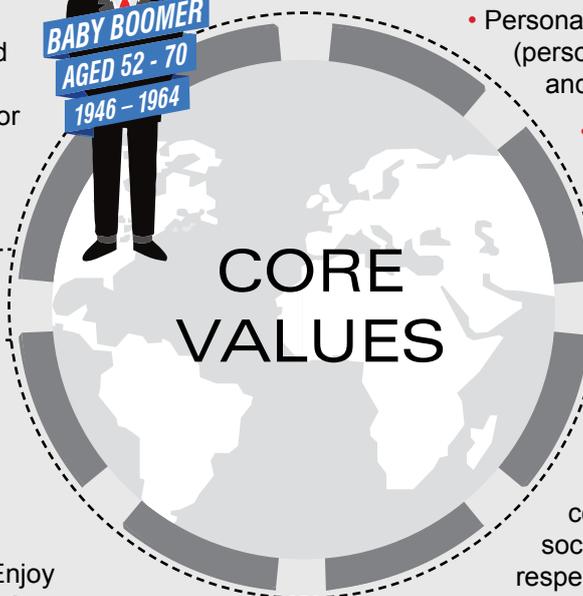
- Raised in a self centric environment with disposable income and security
- Blended and more complex family setups
- Experienced structured parenting with more schedules



- Raised in sheltered family setups
- Single parents are common



- Dedication & sacrifice (hard work, respect for rules, honor authority)



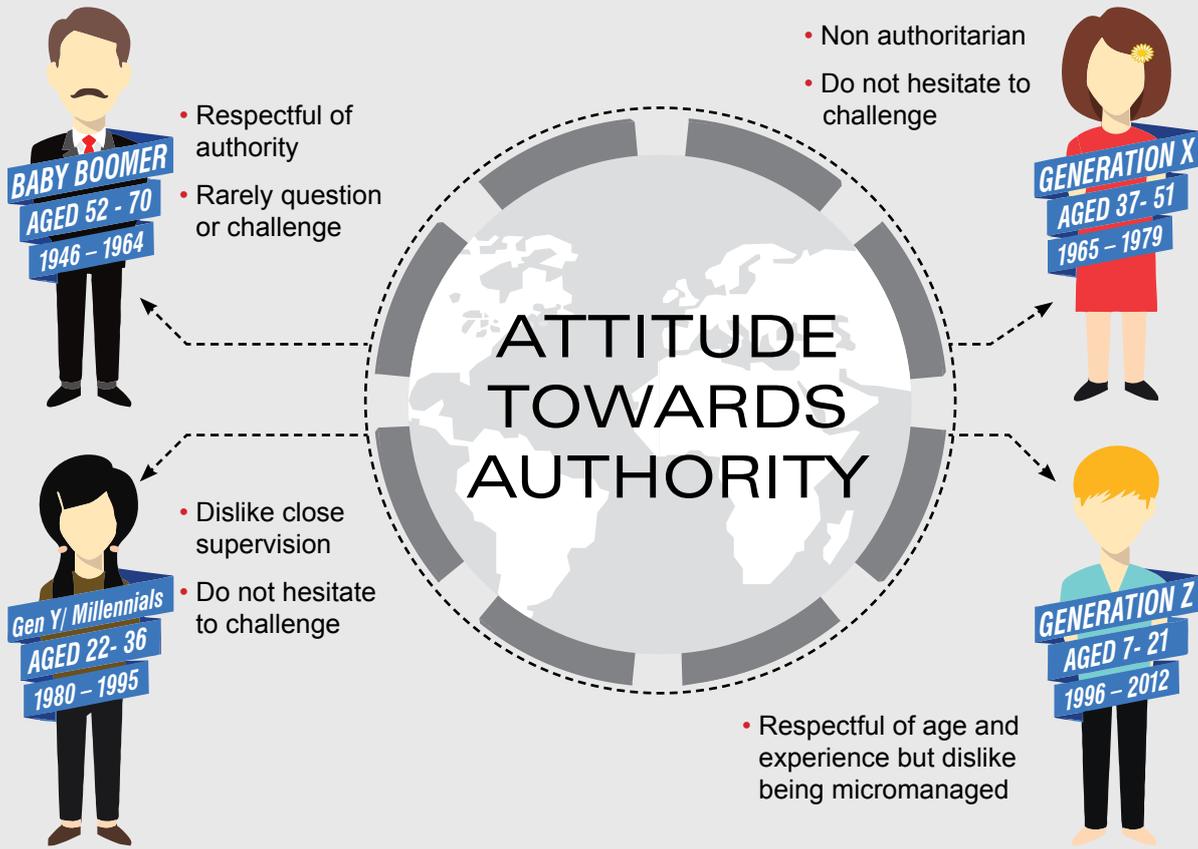
- Personal accomplishment (personal gratification and growth)
- Balance, diversity, global mindset



- Enjoy Life, work to live (technical literacy, fun and informality, self reliance)

- Renewed interest in contributing to society (optimism, respect for diversity)







- Build a legacy



- Build a stellar career



- Build a portable career



- Build parallel careers



#### ASSETS

- Driven, want to please
- Good at relationships
- Optimistic
- Workaholics

#### LIABILITIES

- May put process ahead of results
- Uncomfortable with change and conflict
- Overly sensitive to feedback
- Judgemental of others
- Technologically challenged

#### ETHOS

- Hard work; loyalty; rewards
- Often worked for only 1 or 2 employers their entire lifetime
- Define themselves by work achievement and social status



#### ASSETS

- Technologically literate
- Adaptable, independent
- Self reliant

#### LIABILITIES

- Impatient
- Poor people skills
- Cynical
- Want structure and direction

#### ETHOS

- Loyal to a profession, not necessarily an employer
- Define themselves by their job



#### ASSETS

- Multi-tasking capabilities
- Technologically savvy
- Value diversity and change
- Look for meaningful work
- Strongly goal oriented

#### LIABILITIES

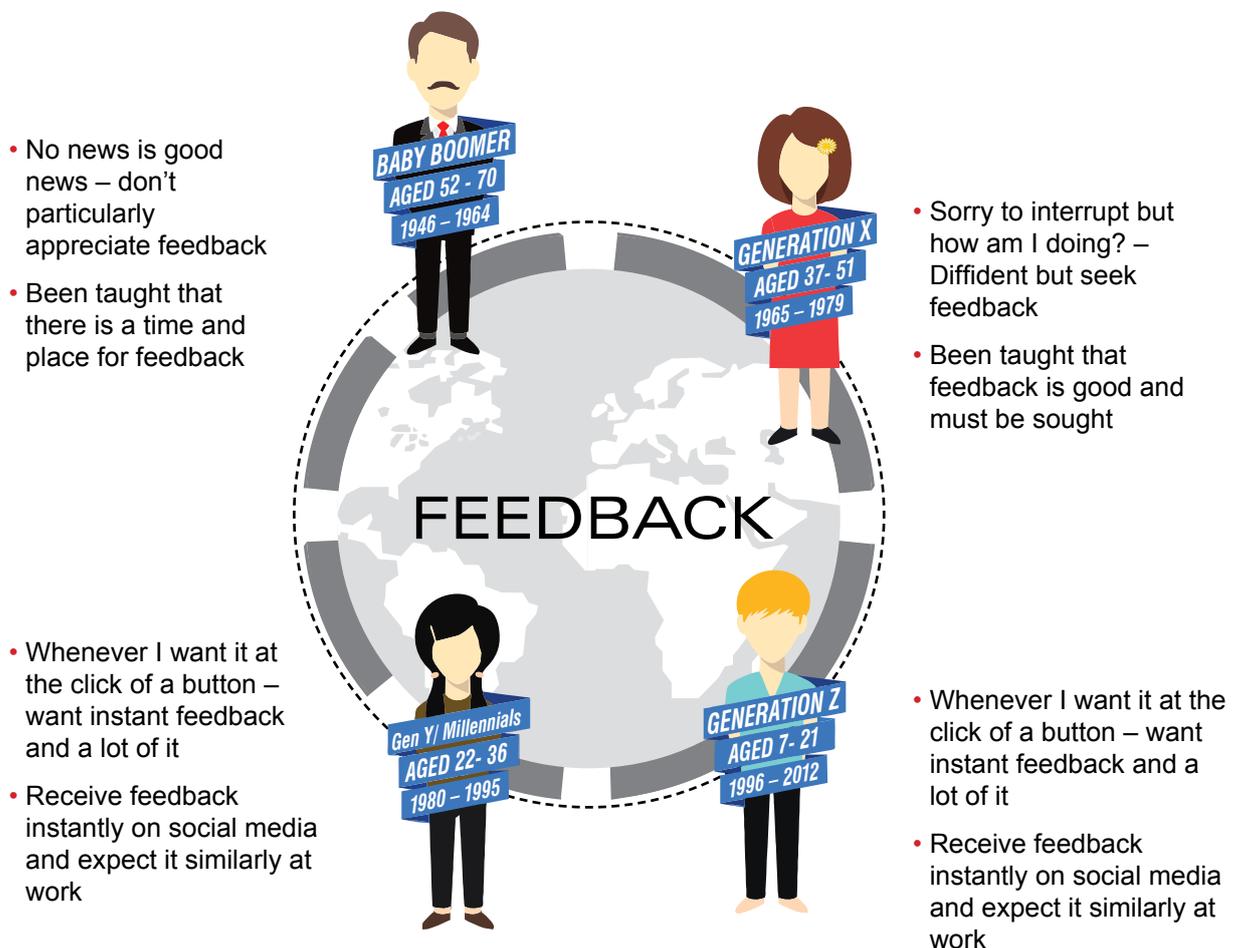
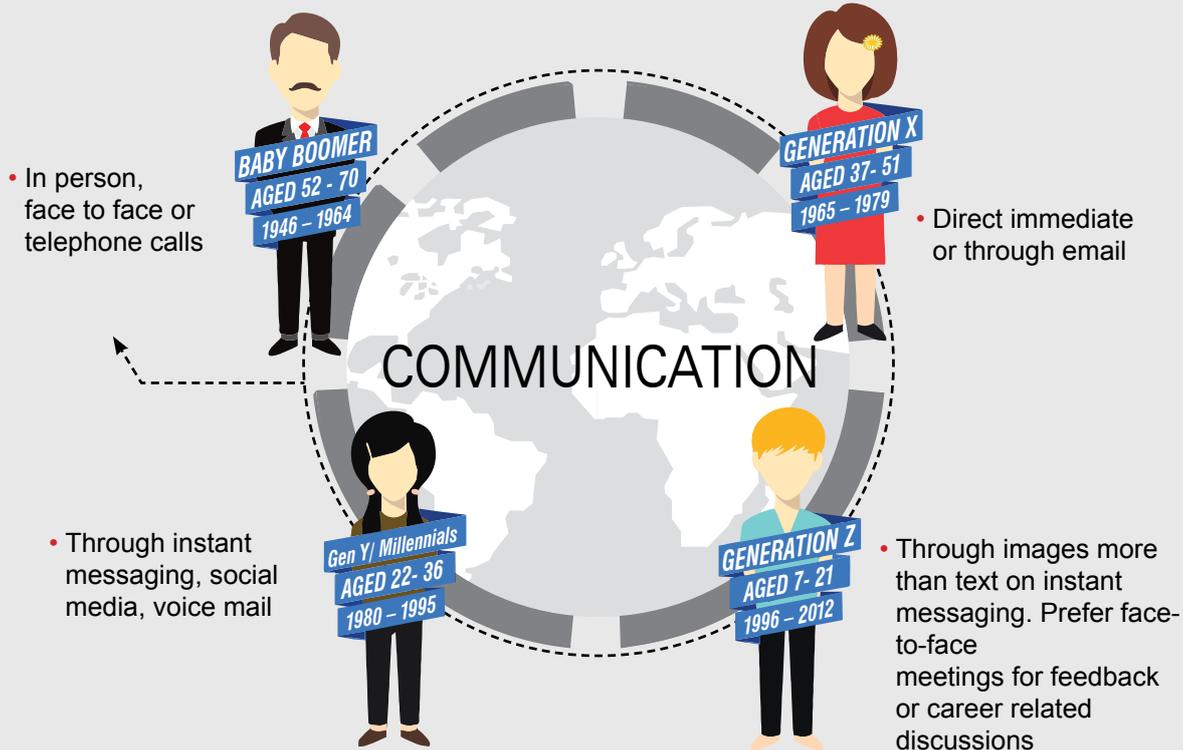
- Need supervision and structure
- Inexperienced with handling people issues
- Constantly asking what's next?

#### ETHOS

- Define themselves by their people networks and lifestyle



- Too early to define



## MESSAGES THAT MOTIVATE



- Your experience is respected here
- Your contribution is unique and important
- We need you

- Its OK to do it your way
- We've got the newest hardware and software
- There aren't a lot of rules here



- You will be working with other bright creative people
- You and your coworkers can help turn this company around
- You can be a hero here

- You will get to collaborate with other functional experts
- You can be yourself here (this Gen values authenticity)
- You can give back to society by partnering with us on...



- Power Point Visuals
- Case Studies, Simulations
- Group discussions, sharing of experiences



## LEARNING PREFERENCES



- Modularized, focused learning
- E-learning
- Experiential Learning, active learning
- Sharing of best practices



- Self-study downloads, podcasts
- Webinars
- Short sessions (1-4 hours)
- Technology, technology, technology !!



- Visually enhanced methods of teaching
- Prefers flexible, application oriented methodologies

# The Millennial generation

*Much has been written and said about the generation of Millennials, yet few speak specifically of this generation in the workplace. This piece is adapted from Simon Sinek's (Simon is of British-American heritage and is an author, motivational speaker and marketing consultant) TED talk on Millennials in the Workplace, by Akash (Corp-HR). A very popular speaker, Simon has researched and written much about the Millennial Generation. While this article might seem rather tough on Millennials, research has repeatedly validated the fact that the Millennial generation is quite different thanks to the way they grew up. Do read this piece to understand why your Millennial team mate responds the way he / she does, and if you're a Millennial – read it to understand your generation better.*



Millennials receive a bad rap in the workplace. Apparently, they are tough to manage. They are accused of several things - being narcissistic, unfocused, lazy etc - but 'entitled' is the big one.

Because they confound the leadership so much, leaders ask, "What do you want?" And millennials often say things like, "We want to work in a place with purpose, we want to make an impact, we want free food and bean bags". Any yet when provided all these things they are still not happy. And that is because there is a missing piece in the puzzle that is a Millennial.

It can be broken down into 4 pieces actually – Parenting, Technology, Impatience, Environment.

In the generation that is called the millennials, too many of them grew up subject to over-permissive parenting strategies. They were told that they were special - all the time, they were told they could have anything they wanted in life, just because they wanted it. They were a generation that received grades and honours because their parents fought with teachers and schools on their behalf, a generation that was so scheduled with every moment of their day planned that they never experienced free time or boredom. Kids got participation medals, they got a medal for coming in last. From behavioural science we know that doing this devalues the medal and the reward for those who actually work hard, besides actually making the person who comes in last embarrassed because they know they didn't deserve it thus actually making them feel worse.

You take this group of people and they graduate and they get a job and they're thrust into the real world and in an instant they find out they are not special, their parents' can't get them a promotion, that one gets nothing for coming in last and that it isn't possible to just have anything one wants. In an instant their entire self

image is shattered. So we have an entire generation that is growing up with lower self esteem than previous generations.

The other problem to compound it is that we are growing up in a Facebook/Instagram world, in other words we are good at putting filters on things. We're good at showing people that life is amazing even though actually we are depressed. Everybody sounds tough, and everybody sounds like they have it all figured out. Yet the reality is that there's very little toughness and most people don't have it all figured out.

So you have an entire generation growing up with lower self esteem than previous generations - through no fault of their own, they were just dealt a bad hand. Now let's add in technology. We know that engagement with social media and our cell phones releases a chemical called dopamine. That's why when you get a text - it feels good. In a 2012 study, Harvard research scientists reported that talking about oneself through social media activates a pleasure sensation in the brain usually associated with food, money and other addictions. It's why we count the



It can be broken down  
into 4 pieces actually:  
Parenting... Technology...  
Impatience... Environment...

likes, it's why we go back ten times to see if the interaction is growing, and if our Instagram is slow to gain likes we wonder if we have done something wrong, or if people don't like us anymore. The trauma for young kids to be unfriended is almost too much to handle. We know when you get the attention, you get a hit of dopamine which feels good which is why we keep going back to it. Dopamine is the exact same chemical that makes us feel good when we smoke, when we drink and when we gamble. In other words, it's highly, highly addictive...

We have age restrictions on smoking, drinking and gambling but we have no age restrictions on social media and cell phones. Which is the equivalent of opening up the liquor cabinet and saying to our teenagers "Hey by the way, if this adolescence thing gets you down - help yourself." An entire generation now has access to an addictive, numbing chemical called dopamine, through cellphones and social media, while they are going through the high stress of adolescence.

Why is this important? Almost every alcoholic discovered alcohol when they were teenagers. When we are very young the only approval we need is the approval

“

An entire generation now has access to an addictive, numbing chemical called dopamine

”

of our parents and as we go through adolescence we make this transition where we now need the approval of our peers. Very frustrating for our parents, very important for the teenager. It allows us to acculturate outside of our immediate families and into the broader tribe. It's a highly, highly stressful and anxious period of our lives and we are supposed to learn to rely on our friends.

Some people, quite by accident, discover alcohol, the numbing effects of dopamine, to help them cope with the stresses and anxieties of adolescence. Unfortunately, that becomes hard wired in their brains and for the rest of their lives, when they suffer significant stress, they will not turn to a person, they will turn to the bottle. Social stress, financial stress, career stress, that's pretty much the primary reasons why an alcoholic drinks. But now because we are allowing unfettered access to these devices and media, this addiction is becoming hard wired. Thus as they grow older, too many kids don't know how to form deep, meaningful relationships.

They will admit that many of their relationships are superficial, they will admit that they don't count on their friends. They have fun with their friends, but they also know that their friends will cancel on them when something better comes along. Deep meaningful relationships are not there because they never practiced the skillset and worse, because they don't have the coping mechanisms to deal with stress. So when significant stress begins to show up in their lives, they're not turning to a person, they're turning to a device, they're turning to social media which offers a very temporary relief.

Anything in balance is rarely bad. Alcohol is not bad, too much alcohol is bad. Gambling is fun, too much gambling is dangerous. There is nothing wrong with social media and cellphones, it's the imbalance.

If you are sitting at dinner with your friends, and you are texting somebody who is not there - that's a problem. If you are sitting in a meeting with people you are supposed to be listening and speaking to, and you put your phone on the table, that sends a subconscious message to the everyone there "you're just not that important." If you wake up and you check your phone before you say good morning to your family or spouse, you have an addiction. And like all addictions, in time it will destroy relationships, it will cost time, it will cost money and it will make your life worse.

So we have a generation growing up with lower self-esteem that doesn't have the coping mechanisms to deal with stress and now you add in a strong sense of impatience. They've grown up in a world of instant gratification. You want to buy something, you go on Amazon and it arrives the next day. You want to watch a movie, log on and watch a movie. You don't check movie times or the nearest theatre. You want to watch a TV show, binge watch on Netflix. You don't even have to wait week-to-week. Many people actually skip seasons of TV shows, just so they can binge at the end of the season.

Instant gratification. You want to go on a date? You don't even have to learn how to be socially awkward on that first date. You don't have to be the uncomfortable person who says yes when you mean no and no when you mean yes. Swipe right - bang - done! You don't even need to learn the social coping mechanism.

Everything you want you can have instantaneously. Everything you want, instant gratification, except, for job satisfaction and strength of relationships - there isn't any easy way for that. They are slow, meandering, uncomfortable, messy processes.

And so millennials are wonderful, idealistic, hardworking smart kids who've just graduated school and are in their entry-level jobs and when asked "how's it going?" they say "I think I'm going to quit." And when you ask "why?", they say "I'm not making an impact." To which you cant help saying - "you've only been there eight months..."

It's as if their standing at the foot of a mountain and they have this abstract concept called impact that they want to have on the world, which is the summit. What they don't see is the mountain. I don't care if you go up the mountain quickly or slowly, but there's still a mountain. And so what this young generation needs to learn is patience. That some things that really, really matter, like love or job fulfillment, joy, love of life, self confidence, a skillset - all of these things take time. Sometimes you can expedite pieces of it, but the overall journey is arduous and long and difficult and if you don't ask for help and learn that skillset, you will fall off the mountain.

Which leads us to the fourth point which is environment. We are taking this amazing group of young, fantastic kids who were just dealt a bad hand and we put them in corporate environments that care more about the numbers than they do about the kids. They care more about the short-term gains than the life of this young human being. Care more about the year than the lifetime. We are putting them in corporate environments that are not helping them build their confidence. That aren't helping them learn the skills of cooperation. That aren't helping them overcome the challenges of a digital world and finding more balance. That aren't helping them overcome the need for instant gratification and teaching them the joys and the fulfillment you get from working hard on something for a long time, that cannot be done in a month or even in a year.

So we thrust them into corporate environments and the worst thing is they think it's them. They blame themselves. They think it's them who can't deal. They were dealt a bad hand and it's the company's responsibility to pick up the slack and work extra hard and find ways to build their confidence, to teach them the social skills that they are missing out on.

There should be no cellphones in conference rooms. None, zero. When sitting and waiting for a meeting to start, instead of using your phone with your head down, everyone should be focused on building relationships. We ask personal questions, "How's your dad? I heard he was in the hospital." "Oh he's really good thanks for asking. He's actually at home now." "Oh I'm glad to hear that." "That was really amazing." "I know, it was really scary for a while there." -- That's how you form relationships. "Hey did you ever get that report done?" "No, I totally forgot." "Hey, I can help you out. Let me help you." "Really?" -- That's how trust forms. Trust doesn't form at an event in a day. Even bad times don't form trust immediately. It's the slow, steady consistency and we need to create mechanisms where we allow for those little innocuous interactions to happen.

When we are out with friends, as we are leaving for dinner together, we leave our cell phones at home. Who are we calling? Maybe one of us will bring a phone in case we need to call an Uber. It's like an alcoholic. The reason you take the alcohol out of the house is because we cannot trust our willpower. We're just not strong enough. But when you remove the temptation, it actually makes it a lot easier. When you just say "Don't check your phone," people will just go to the bathroom and what's the first thing they do? Look at the phone.

When you don't have the phone, you just check out the world. And that's where ideas happen. The constant, constant, constant engagement is not where you have innovation and ideas. Ideas happen when our minds wander and we see something and we think, "I bet I could do that better..." That's called innovation. But we're taking away all those little moments.

The point is, we now in industry, whether we like it or not, we don't get a choice, we now have a responsibility to make up the shortfall. And help this amazing, idealistic, fantastic generation build their confidence, learn patience, learn the social skills, find a better balance between life and technology because quite frankly it's the right thing to do.

“  
Idealistic,  
fantastic  
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needs to  
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balance  
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life and  
technology

”



# What Gen X & BB said



To understand what the generations in CUMI think of each other, we ran a small survey with 40 respondents each from 2 categories - Generation Baby Boomers and Gen X together, and Gen Y and Gen Z together. Some of the survey findings are published here for your reading, and bear a marked similarity to general Generational trends, though within the CUMI context.



## What are the challenges you face in attracting / hiring a suitable Millennial / Gen Z Candidate?

Challenges are two pronged. On one side our plant locations in remote areas and compensation parameters make it tough to attract top talent. On the other hand candidates available these days have poor English which makes communication difficult and declining university standards lead to lower technical knowhow

Low levels of patience with mundane work. Also need better time management skills

Meeting their expectations

Continuous commitment to the job is a challenge

Many prefer white collar jobs against managing blue collar workers/plant and are unwilling to work on the shop-floor

Various issues such as most candidates are interested in office work rather than field work, do not want to relocate, limited knowledge - in the sense breadth is immense but depth is very little

Keeping them engaged in conventional manufacturing processes



## What are the expectations that this group of candidates express at the time of hiring / induction?

They expect opportunity for learning, prefer non-monotonous jobs and are keen on growth opportunities. They seek challenging work environments, good performance ratings and lots of feedback. They like freedom of work

Clarity in goal setting

Have very high expectations on income. Comparatively less patience during induction

Want a great working environment and lots of flexibility

Seek independence, short projects with quick results

Clarity on the job they are going to take up, definite growth opportunities, technology orientation and digital work place are the major expectations from this group

Fast growth in short span of time, faster decision making and more recognition



**What opportunities do you see to make hiring Millennials / Gen Z a better experience, all round?**

New thinking and challenging tasks

Provide responsibilities/targets with smaller circle/zonal activities. Offer challenging tasks/targets

Offering flexible policies, digital work place, ensuring a definite career plan are the major opportunities

Conducting campus interviews from premier institutions where we can pick candidates of high caliber.

1. Matching emoluments equal to prevailing market.
2. Providing with infrastructure like laptop, VPN, Net connectivity.
3. Introduction of mobile technologies to handle the routines on the move.
4. Better canteen, commutation facility at factory



**What are the challenges you face in meeting these expectations?**

Finding more challenging soft jobs for them

To accommodate both the cultures (X & Z), pulling them to track (if they are off track in process & personal behavior)

Lack of infrastructure

Some times it backfires. We need to maintain the balance between providing them independent charge and close observation on assignments

We may have to modify the goals due to business contingencies. This is not usually taken well by Millennials

Insensitivity of Middle Managers, ability to get across to Millennials, speaking their language

Faster growth-Some times its difficult to make them understand that growth does not come with number of years served, they become restless within 2 years and move on

1. To give job rotation to everyone is difficult as we have to train in all aspects.
2. Since we have to adhere to bell curve system on rating, this will become a challenge to satisfy the set of people.
3. Considering the nature and area of job handled and the number employees working in similar nature it is challenging to give growth to all.
4. The young generations want to use social media during working hours. They are giving equal importance to work as well as answering personal communications at the workplace. Considering the complexity of the work and commitment to the organization it is tough to encourage them in this front



**What are the specific skills / strengths Millennials bring to the table, in your teams?**

Communication skills & Team responsibility

More tech savvy and can collect a lot of information for a specific subject

Quick decisions to support the business requirement

Market Intelligence; Job Knowledge; Competitiveness; Positive Attitude; Willingness to learn and develop; Discipline

New perspective / thinking on business issues. Good Analytical skills. Can work autonomously

Millennials are fast, flexible and target oriented. They are ready to make changes till expected results are reached, without minding the time or efforts they have to put towards that. Since they are technical savvy the options are very wide to get input or data to reach the desired goals. The co-ordination / cooperation among millennials is highly commendable

Creativity, Speed of execution



**What are the challenges you face in providing feedback to Millennials?**

Need to be more patient and soft in providing feedback

Not very receptive to our feedback, continue to do what they feel correct

Generally millennial will not accept negative feedback. If at all if the feedback is negative they will look for explanations, hence the manager should be ready with details. Also we have to provide way forward to overcome the situations. When we take such things to them it is important to substantiate our stand with facts and data. If the manager fails in this context there is a possibility for higher manpower turnover which result in work disturbances

They are well prepared with counter questions to satisfy their expectations

They expect individual performance to be given more weightage than organizational performance as they wish to grow faster in short span

To communicate disappointment to them if their performance is not upto the mark



### What are your views on how they use their time in the workplace?

I would say they work smart and try to make time for "Social media", but many also try to avoid taking extra responsibility

Looking at new things and of course some interaction on social media

They are effective and efficient but usage of Whatsapp should be avoided

Most of them are efficient in organizing and accomplishing their goals

Spending more time on net searching/ understanding than doing

Dedicated and engage themselves in actively extending Customer Support

Generally they are dedicated in their job, they are quick learners and execute the job easily. They will prioritize and complete the job. Any challenges in their job first they will discuss / consult with their subordinates. They hold informal meetings. Along with work their interest goes in reading inter and intranet, watch & use mobile very often. They are capable of spending valuable time to bring solution to core requirements

Their pace of work is very fast however they need clarity on work instructions. They always wait for instructions to start next work



### What is the most interesting question a Millennial has asked you?

To reach the General Manager position at the age of 28, what should I do?

What will be my career progression in next 5-10 years?

Can I have flexible timings and work from home?

Why do software engineers get paid more than me when I have better grades?

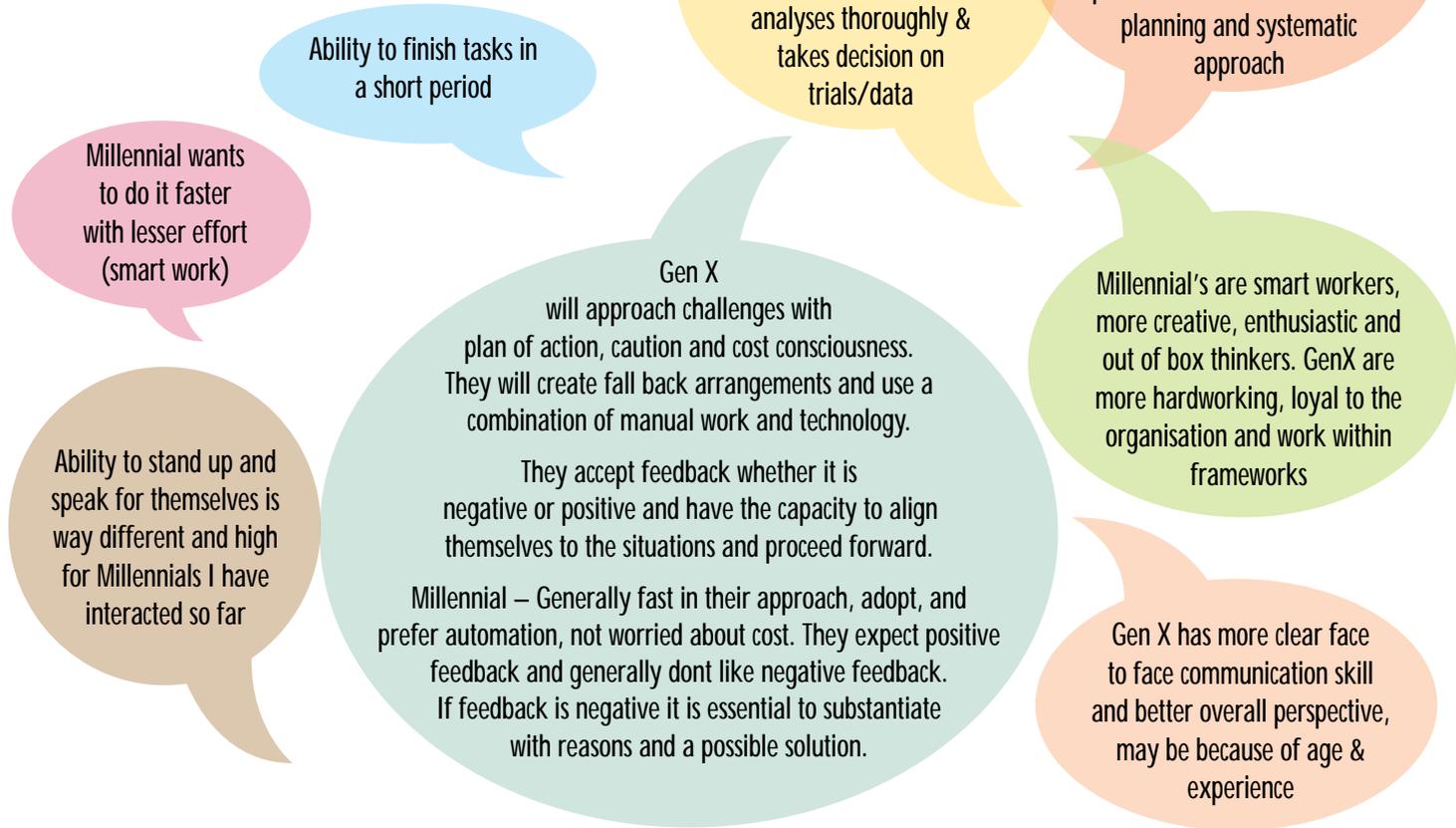
How can you work so long with this organization and how are you managing your time?

Why are we not using technology effectively in CUMI?

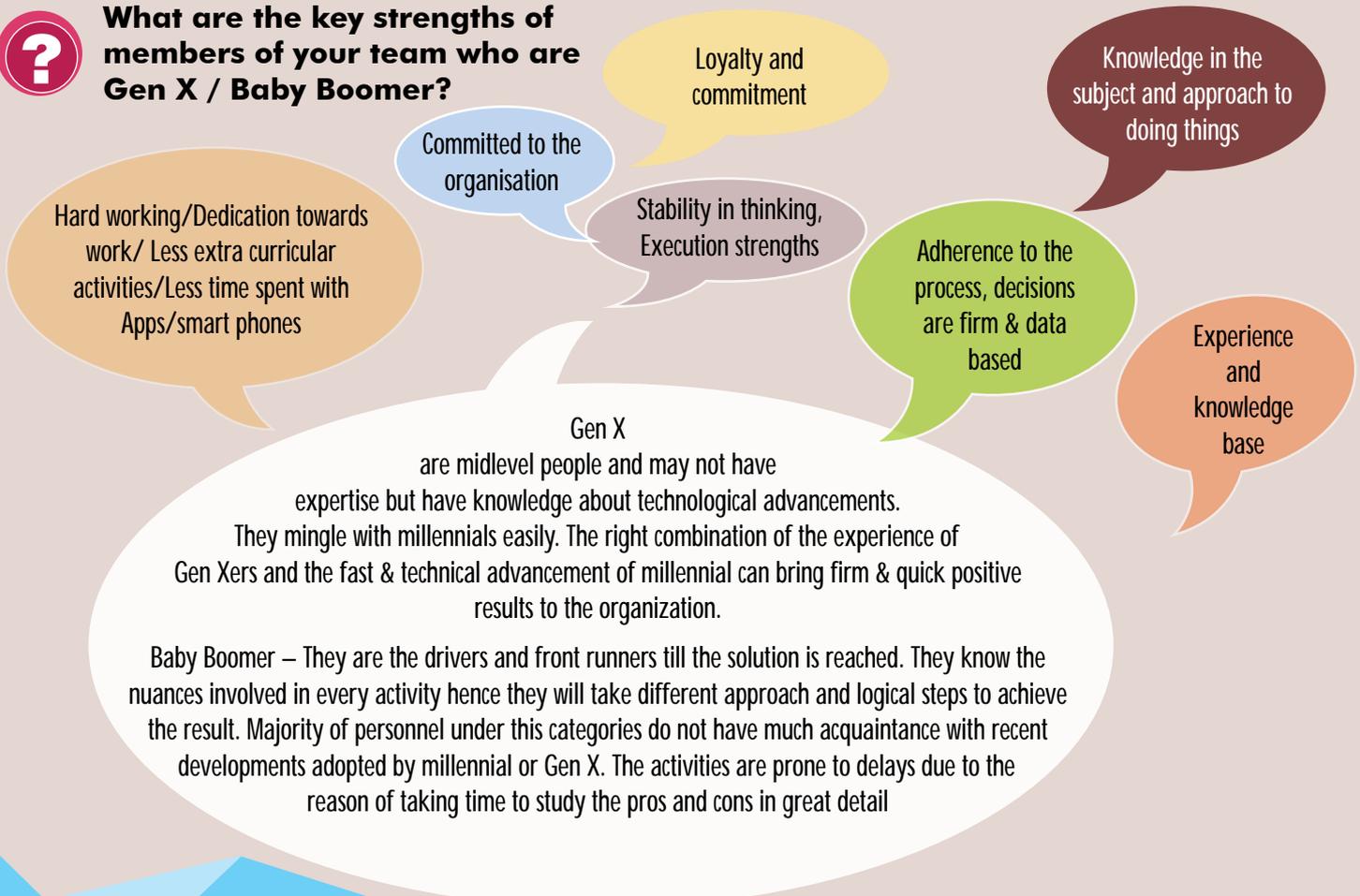




**What key differences do you see between the way a Millennial / Gen Xer approach the same task?**



**What are the key strengths of members of your team who are Gen X / Baby Boomer?**





**What advice would you give your children, or an acquaintance 15 years younger than you, about working with different generations?**

Be open in your approach and understand

Spend more time with them, if you find any learning do learn and bring them to your track of make them to understand which is right and which is wrong etc.

Be responsible and help each other

Respect experience, Listen fully, Share thoughts and cooperate

Know your stuff, listen from others, be innovative, try new things, be a team player

Listen to them patiently, move along with them and make the team cohesive with an openminded approach

Focus on the here and now, make decisions with patience, data based & respect everybody's views



**What is your message to Millennials?**

Keep your Emotions and Ego aside and Look at winning organizational goals

Learn the tricks of your trade in the present organization and then move on or else after few years/ few jobs it will be really difficult to sustain as you would have not gained real knowledge to move to next level

Learn, Practice, Deliver & Enjoy Life with Responsibility

Hard /smart work is the key to success, There are no short cuts in business life

Keep going in your own smarter way and challenge all age old convictions. Create a better way of doing things than the past

Depth of knowledge is also important like the width of knowledge

First Learn - then apply - after success share with colleagues Study organization goals seriously and make strategies to achieve the goal

If you have the career vision and right effort, you would be able to reach anywhere in this highly connected world!

Develop capabilities to rationalize your ideas, Develop habit to write down your observations and discuss with Peers and colleagues

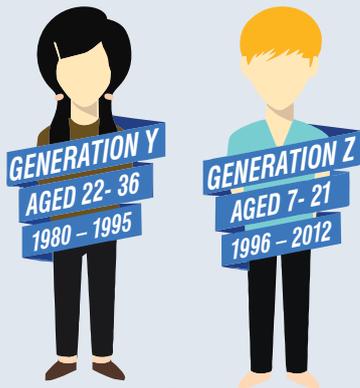
Learn to take responsibility. Measure your intrinsic worth and knowledge before expecting growth. Look for the work which can be handled by you. Fix goals / targets for yourself at every stage of life. Be a learner throughout life. Never expect to be appreciated or praised always. Have the habit of saving for your future. Be health conscious. Do good continuously for social upliftment

Great future ahead, keep focused & have self confidence

# What Gen Y & Z said



**What do you love most about managerial styles in CUMI? (in the context of your reporting manager, his/her manager and other managers within your department / team)?**



Freedom to work and Explore

Top managers are friendly

Caring and under stability

My manager would encourage clear communication between himself and his employees. I believe communication – in person, as well as via phone and email – is critical to a successful relationship between an employer and employee. Also he motivates me and gives me room to work

Freedom to work and produce result rather than dictating terms

Easily approachable, Transparency, Frequent Interaction

Paternalistic approach

Great appreciation for good work, Freedom to innovate & implement



**What do you like least about managerial styles in CUMI?**

The time taken to make decisions is rather long

We need more inter-departmental communication

Are slow to adapt to new technology for communication and collaboration

Lack of zeal, enthusiasm

We would like more frequent feedback with a development orientation

Too many layers in decision making

Less emphasis on office hours please! What matters is if work is completed



### What do you like best about working with colleagues from Gen X, Baby Boomers?

Managerial Skills

Honesty at workplace, Responsibility, Dedication

They share their vast experience with me which enables me to make better decisions

Their trust in CUMI! Even retired employees who meet us outside always ask about how the company is doing and retain a strong bond with the organization

High energy, freedom of speech and healthy arguments, direct communication, discussions/conversations are varied

Guidance/Advice even when not expected. The way they care and adjust things when things are not good

Dynamism; Interest levels in articulating their perspectives

Because of their vast experience, they provide suggestions to get the things done in a better manner



### What are the 3 most attractive aspects about working with CUMI?

Work life balance, learning, open culture

Integrity, Respect and Politeness in People

No restrictions for experimenting, freedom to express ideas, Top management is easily approachable

Brand, work ethics and transparency

1. Association with the prestigious Murugappa Group
2. A well known brand in the industry and customers relate the brand with quality
3. Helping and positive environment in the organisation which is conducive for growth

Learning, association with peers in the group

1. Job Security,
2. Product range
3. Friendly Employees



# What Gen Y & Z said

## What 2-3 things could the company do to help you manage your work-life balance better?

Work from home

All weekends off holidays

Share the target, discuss and welcome ideas on how to accomplish it, arrive at a common timeline, inquire and guide in between

Flexibility in working hours

Creche for kids, Salary structure to be restructured

## If you had the power to change just 1 thing about your work-life, what would it be?

Flexible working hours, No overstay at work

Single point access for all work related activities

To work in group of young people

Have more time with family .

Decentralize the decision making by Empowering team down the line/respective branch level

More responsibilities and decision making power by working alongside senior level executives

## What was the first idea you proposed in CUMI and how was it received?

For Quick billing and execution there was an idea I had shared and it was well taken

Implementation of warehousing solution for raw material handling

Selling the old stock tiles and was successful in completing the task

Design automation and it was well taken

Change the design and packaging of Flap wheels. It was implemented within 3 months

Suggestion implementation could be routed through workflow in Myspace and it got implemented

Packing stickers in Carton box & it was most appreciated by superiors

Develop Oxide Bonded Cast SiC instead of Costly NBSiC. Initially we faced lots of resistance but finally we succeeded and did good business

Complete change in the profitability analysis and it was well received

Making changes in the old packaging designs and it has been received well by all the stakeholders

Call Tracking Application features

Process Automation. Accepted & supported well by the manager

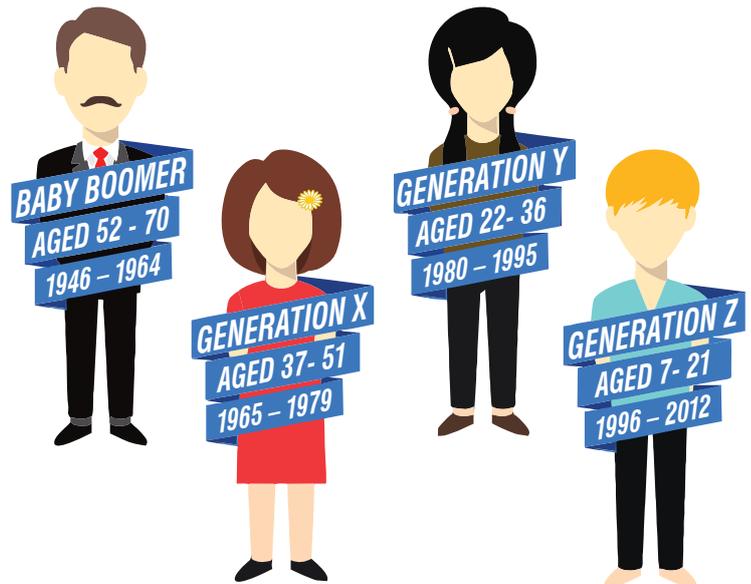
An online contract management tool. It was welcomed

Wooden frame for DOME assembly. well appreciated and adopted for all the future orders

# Managing The Multi-Generational Workforce

Each generation brings its own style and set of strengths to the workplace. While every individual is different, multi-generational teams and supervisory relationships may benefit from awareness that certain generational traits could be at play.

Also as the workforce stays productive longer with longevity increasing and second careers becoming common, older generations may find themselves reporting to younger managers, instead of vice versa. In both scenarios for the relationship to be successful, both sides will need to cultivate effective communication strategies and build trust, sensitivity, and mutual respect.



## CHALLENGES

Certain generational differences are more critical than others, sometimes giving rise to workplace challenges. Possible stumbling points can include varying skills gaps, formality expectations, views of the work environment and communication styles.

The difference in technology fluency between Boomers and digitally native Millennials may be at the root of some workplace conflict. And beyond skills gaps, Boomers and Millennials tend to have the most trouble working together. A difference in formality can lead Boomers to label Millennials (and Gen Xers) as disrespectful, which can contribute to tension. In a 2014 Association for Talent Development Survey, both Boomers and Millennials reported the perception that the other dismissed their past experience; lacked respect; or were unwilling to change or innovate.

Difficulties may also arise from the generations' divergent views of the workplace environment. For instance:

- The Boomers began their careers in a hierarchical, vertical landscape where the flow of information was somewhat restricted.
- Millennials prefer transparency, have come to expect information immediately, and reject traditional top-down communication.
- When it comes to changes in policy or procedures, Boomers prefer verbal communication, while Gen Xers and Millennials may prefer to receive news electronically.
- Despite growing up in the digital age, Gen X, Millennials, and Gen Z share a preference for in-person communication with managers and around topics with career impact.



## TIPS FOR BUSINESS LEADERS



**Savvy, forward thinking employers can embrace strategies that leverage the strengths and unique characteristics of the generations. These are some of the ways to combat negative stereotyping that can lead to conflict and in turn affect commitment and job satisfaction.**

### **Focus on the Similarities**

Ultimately, the generations are more similar than different, and focusing on these intersections will encourage understanding and productivity. Find ways to “...honor the differences between generations while focusing on the similarities when developing plans to recruit, retain, and engage employees from different generations.”

For example, leverage the fact that all generations value meaningful work. Ensure all employees understand the company’s strategic goals, business model, and how their role contributes to success. This taps into common intrinsic motivation that drives engagement and satisfaction.

### **Encourage Dialogue and Solicit Feedback**

To encourage a healthy and supportive workplace environment, employers can conduct generational information sharing sessions to promote understanding, facilitate dialogue, and encourage smoother collaboration. Effective approaches to address misunderstanding and negative stereotyping include conducting annual engagement studies; allowing managers discretion to tailor their styles; and establishing cross-generational mentoring programs.

For example, pairing younger employees with older employees based on specific goals and developmental needs can improve not only knowledge transfer, but also cross-organizational relationship building.

### **Support Diversity (of all kinds)**

Generational differences are one element of an increasingly diverse workplace and pipeline. Millennials, in particular, are redefining diversity in the workplace, and not just in race or ethnicity. This generation comes from more “single-parent homes, blended families, and same-sex families than ever before,” and expects their workplaces to be inclusive. In this changing environment, it is more essential than ever that managers support diverse teams of all ages, genders, and cultures.

As companies become increasingly global, they must address issues pertaining to the range of ethnicities, faiths, and lifestyles in their workforce. For instance, they might establish faith rooms, flexible working hours, and community and team building to promote inclusion.

## ATTRACT AND ENGAGE MILLENNIALS

### **Prioritize Social Impact**

Millennials are socially conscious, and they want their work to make an impact in the world. 82 percent of Millennials who align with their company’s values plan to stay with the organization for another five years, making a clear business case for investing in corporate responsibility programs to retain Millennial talent.

This generation is also particularly skeptical of the motivations behind large corporations’ social responsibility activities. According to Deloitte’s 2017 Millennial survey, only 50 percent believe these motivations are pure, so businesses wishing to change this would be wise to improve communication and personally involve Millennials.

### **Allow Autonomy and Flexibility**

More so than Boomers, Millennials want independence in how they complete their work. Managers can cater to this by giving them the opportunity to innovate and make an impact by changing processes, developing new programs, and taking risks.

Research confirms Millennials’ desire for interesting work opportunities and flexibility. It also points out the mutual benefit in leveraging this group as contingent workers, and expanding employment options while enabling a more flexible, dynamic workforce that can scale up or down to meet an organization’s changing needs.

### Provide Meaningful Work and Recognition

Employers who provide meaningful projects will find their Millennial employees more invested. HR and talent managers may also benefit from inviting Millennial employees into the recruiting process to engage and attract young talent. For Generation Y, accomplishments are the steppingstones to success. Without a sense of accomplishment and forward momentum, Gen-Yers feel as though they're spinning their wheels.

Moreover, employers should not underestimate Millennials' need for recognition and affirmation, as studies show that half would consider leaving their current job due to lack of appreciation. Managers should offer frequent, face-to-face feedback. How you listen, question, speak, and give feedback are essential to keeping your Gen-Y staff engaged and motivated

### Stretch the comfort zones

Millennials welcome new challenges and a manageable degree of risk. This is an adrenaline-driven generation that craves change and challenge, and members won't shrink from assignments outside their comfort zones. They see an opportunity to take on a new challenge as a vote of confidence in their abilities.

### Set the environment

A millennial-friendly environment may be fully digital, but it also needs to be comfortable and creative. Millennials expect to work hard, but they don't want to sit in a bland cubicle all day. They will be drawn to organisations that offer an engaging, comfortable, and stimulating atmosphere that creatively blends work and life.

## ATTRACT AND ENGAGE GEN XERS

### Adopt a More "Hands-off" Approach

Gen Xers often report feeling micromanaged. This generation appreciates well-defined, measurable goals; values direct, timely feedback; and will deliver when granted a degree of autonomy.

Organizations should also provide room for flexibility regarding how and where work gets done. Gen Xers value independence and fewer rules.

### Provide Growth Opportunities

To satisfy Gen X's desire for new experiences and skills development, find ways to grant employees the freedom to take on opportunities horizontally and vertically throughout the organization.

This generation prefers working on multiple assignments to remain motivated and engaged. Opportunities for ongoing training also contribute to satisfaction.

### References for all articles -

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- Meet the Millennials – KPMG, June 2017
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- Millennials at Work : Reshaping the workplace – Price Waterhouse Coopers
- Engaging and Empowering Millennials – Price Waterhouse Coopers



## ATTRACT & ENGAGE BOOMERS

### Create Phased Retirement Programs

As the Boomer workforce approaches retirement, companies can retain valuable employees by offering flexible working solutions and phased retirement programs.

### Encourage Mentorship and Reverse Mentorship

To avoid a loss of knowledge with this generation's departure, businesses should encourage Boomers to train younger employees. Mentorship programs can help to address this issue. In return, younger employees, especially Millennials and Gen Z, can reverse mentor their older coworkers, particularly around technology.

While hiring managers often focus on younger talent pools, organizations can benefit from attracting and retaining more seasoned, knowledge-rich employees and their ability to transfer knowledge through mentorship. In addition to experience, Boomers often bring greater emotional intelligence, which is an asset in handling business and client relationships.

### Foster Opportunities for Collaboration

Leaders should understand that Boomers often prefer collaborative work and appreciate the opportunity to interact in meetings. When it comes to feedback, however, this generation most values recognition through compensation and promotion.

### Leverage and Value Individual Capabilities

While Boomers are generally not as tech-savvy as younger generations, this is not true of every employee. Managers should get to know each individual's skill set before assuming weaknesses based on stereotypes.

Why are you always on Facebook?

Dad, I am trying to clean your car!



# A Walk down memory lane

## Jayaseelan - The 'Gentle'man of Abrasives



In conversation with Jayaseelan, the Connect team listened as he shared his journey of 35 years with Carborundum Universal Ltd, retiring as ex – Vice President Abrasives. Read on to experience a slice of CUMI history.

I graduated with a Degree in Mechanical Engineering from College of Engineering, Guindy in 1962, and was immediately employed with the Public Works Department. From there, I moved to the Port Trust as an engineer working on erection of cranes at the port. Within a few years of working there, I knew this was not the kind of work I wanted to be doing and was looking for a job change.

The attraction to join CUMI was the glamorous world of CUMI sales at that point, where sales executives were given cars. At a time when cars were uncommon and not used by even senior executives in other companies, this was quite a draw. I attended interviews, was selected and thus began my journey in CUMI.

My starting point at CUMI has always been a source of much laughter to me and my family, for I joined CUMI on April 1st 1965 (All Fools Day) with the designation ASES (Assistant Sales Engineering Supervisor). Thankfully this designation was scrapped later and a more sober designation conferred

on young sales engineers who did not want to make 'asses' of themselves. I consider myself a wise man though on this decision to join, for the best years of my life were with CUMI, and till the day I retired I always loved my job! Technical sales appealed to me far more than sales of consumer products, and I relished the chances it gave to put my engineering degree to use. I was enamoured by the technicalities and various uses of abrasives, and the thrill of solution selling never faded for me.

CUMI was like a big family in those days (in many ways it still is!), and like families, we bickered and competed within but always operated with the sole aim of making the company a bigger better brand. The senior management practiced an open-door policy, long before it became fashionable in business circles and were always supportive of feedback, new ideas and new ways of working. This very attitude enhanced the engagement of juniors and made working a pleasurable process. Everyone was given a fair hearing, a quality I seldom saw in other organizations where

employees would hesitate to voice their thoughts in front of their managers.

Another compelling factor for me was the honesty and transparency with which business dealings were conducted. The Murugappa family enforced this with their own personal conduct. They were always professional, simple and down to earth, with no airs. As role models, there was much to learn from them about their attitude to quality as well. CUMI was known to offer no compromises on quality with zero tolerance on any deviations. Even if the loss was high, shipments were to be either scrapped or corrected but no customer would receive a sub-standard product.

In those days, we were trying to model ourselves to a certain extent on 3M's principle wherein 25% of every year's sale must come from new products. A huge promise to live up to. We were keen to do as much New Product Development as possible – innovation and commercialization, to bring it into sales in a short period of time. M V Murugappan was particular about this.

## Career path in CUMI

I had quite a few moves at CUMI, both geographically and up the career ladder. I moved from Madras to Jamshedpur, then Calcutta, Bombay and back.

The one move that stood out for me was a stint of one year as a Training Officer at the Corporate office. All along my skills and work was in Sales. When I was suddenly asked to return to Madras for one year as a Training Officer, I was stunned and worried about this transfer. Technical selling was always a job very dear to me, and to move from that to the seemingly mundane role of coordinating training operations seemed like a step down. At that time, I did not know that this was a planned career progression move by the organization.

This turned out to be one of the high points of my career in CUMI. The role gave me the opportunity to broaden my horizons both in terms of the many people from different walks of life I got to interact with; and the knowledge I was exposed to. As coordinator, I attended several programs and assimilated knowledge in finance, marketing, interpersonal skills, time management and many more topics. Being at Corporate also led to interactions with the senior management on several occasions which gave me a better sense of business.

At the end of the year I was promoted as Branch Manager, a very young one at that. In later moves I was designated as Marketing Services Manager, Sales Manager – Bonded, DGM – Coated and eventually was heading the Abrasives Division as a Vice President.



### On Reflection

There were a few things that gave me immense personal satisfaction of having achieved something while at CUMI. These were -

#### 1. Cellular Autonomous Production system – CAPS

At the time, the whole manufacturing line was clubbed into a single production line with all activities for all Abrasives bonded products. We split it size wise, creating 4 distinct product lines. The idea for this came from R Srinivasan who was a consultant, ex-MD of Widia and working with us as an advisor. His inputs were instrumental in making CAPS work successfully. During my tenure this system was implemented and it gave enormous benefits – skills improved, delivery time reduced, there was greater accountability and several other benefits. This was a significant change in manufacturing practices.

#### 2. Grinding System Engineering

Another process that was an interesting departure from tradition but which was tough to implement, was the

introduction of system selling which also helped reduce production cost. The solution package offered a coolant, dresser and wheel. The benefit that the customers received from our technical input was huge and this selling solution worked particularly well for precision customers who really appreciated it. At that time we had no association with coolants. We went into a partnership with Cincinnati Milacron, USA. This allowed us to offer our customers our bonded grinding wheels, a coolant specific to the application and a diamond dresser.

#### 3. Promotion of SGA

Small group activities were actively promoted and this method of engagement really took off. We would make presentations every month on which group has done well and both R Srinivasan and M M Murugappan were actively involved in reviews. Several projects on Cost reduction, quality improvement etc were done and junior staff participated willingly. These led to definite gains by way of cost reduction, import substitution, quality improvement, and reducing rejects.

#### 4. Ball grinding wheel used in ball bearing industry for grinding

We had at that time, one of the best ball bearing grinding wheels in the world. Even our major competitors could not match our wheels' performance. We almost had a monopoly in the domestic market, and many international customers were also showing interest. Demand was so high that we had to work on debottlenecking our line, expanding capacity, and adding expensive machinery.



## Memories

There are several memories of CUMI that still stand fresh in my mind. One was being personally welcomed by M V Arunachalam on my first day at work. I still remember he said, "You will have a great career here. We expect a lot from you." For a fresh employee to hear from the MVA gave a tremendous feeling of importance.

Another was more about a person, a fellow sales engineer / manager named Albert D'Cruz. Jamshedpur was considered as a particularly important position for Sales Engineers because one of our biggest customers – Tata was there. Albert and I were on a sales visit to Tata Trucks there. We had supplied a product called honing stones to hone cylinder blocks of cars and trucks. By mistake, we failed to supply the correct angle of the honing stone. The factory manager was understandably irritated. Albert listened patiently and then rolled up his sleeves, took off his tie, and asked for a pedestal grinding machine. In a matter of 2-3 hours, he personally ground 250 plus honing stones and changed them to the correct angle needed. I was amazed! He could so easily have ordered for the shipment to be taken to Chennai, changed and shipped back – all of which would translate to time delays for the customer. Instead he chose to draw on his experience in manufacturing, and respond to the complaint immediately. The customer Telco, who was a key customer for us, was impressed. This gesture of his generated tremendous respect for us both personally and at the company level.

When I was a Branch Manager in Kolkatta, the sales engineers and I visited Durgapur Steel. We were there to check on a large grinding wheel that they had ordered. It was in Stores, and the government workers were lethargic and unwilling to help. We both rolled the wheel ourselves and helped them to mount it on the machine. Later they asked the sales engineer, 'Is he really your branch manager? He rolled the wheel himself?' And I could only remember Albert De Cruz. The company

guys were taken aback but it gave me a lot of pleasure. These incidents taught me a lot about professionalism and attitude to work.

## My Take on Leadership

I believe that -

1. A leader is like a coach, not an army General. He/she is a part of the group or team and he coaches them to carry out the task. It does not matter if he has the technical expertise to carry out the task himself or herself, being able to coach a team to do it is more crucial.
2. Building a self motivated team / group. The team must be driven to achieve by themselves.

My personal preference was to maximize interactions with my team members. I would go around the factory often, having face-to-face conversations. People respond to genuine interest in their wellbeing and are put off by constant criticism. Once an employee establishes that you have a genuine interest in him as a person and not just a worker, there is openness in communication and ease in the relationship.

## Advice to Youngsters

### **Be aware of the Knowledge explosion**

Youngsters of today are exposed to tremendous amounts of knowledge which keeps on expanding, what you have learnt yesterday becomes useless today. It is thus imperative to keep learning- both in one's field of work and outside of it. Kodak didn't see the writing on the wall and failed to keep up - the once bustling township is now a ghost town. Blackberry is another example which was ruling the roost at one point, but is now struggling to catch

up with competitors like Samsung. We must keep abreast of what's happening around us to grow easily and definitely. Today I may be an excellent abrasives engineer but the abrasives of tomorrow could be very different.

**Excel at whatever job you do!** In a changing world, the only way you can be sought after is by being excellent at all you do.

## CUMI's Strengths

Two things I loved about working for CUMI was

**The enormous freedom to operate** without interference or condemnation within the role. You could take any decision within your job limits, make mistakes and learn. There was minimal condemnation, and more often appreciation and advice to help you sort things out.

**Recognition of talent** – The senior management kept an open flow of communication through the organization and were good at spotting and cultivating talent.

I do think we need to emphasize our research work and innovate more breakthrough products.

## Now...

Post retirement, I worked as an advisor to CUMI for fifteen months, followed by a stint of teaching abrasives in Anna University for a semester. I then consulted for about five-six years with a small company involved in water treatment. I am now involved in a lot of Christian work, with Bible studies and church activities. My wife and I are settled in Chennai, with our three children married and settled in different parts of the world.



# QHS: QUALITY, HEALTH AND SAFETY

## FIRE FIGHTING TRAINING

### ABRASIVES - SRIPERUMBUDUR



First Aid Training



Fire Fighting Training



Mockdrill

### SUPER REFRACTORIES



Training on Basic Industrial Safety and Fire Fighting was organized for all employees at SR1 on 6th Dec 2017



Training on First Aid by Radhakrishnan from St. John Ambulance, Namakkal conducted on 18th and 19th Dec 2017 in SR 1 & SR 2 respectively

### ABRASIVES - HOSUR



Fire Fighting Training, held on 7th Dec 2017



Material Handling safety training held on 29th Nov 2017



Safe Handling of Boiler training held on 7th Oct 2017

## MOCK DRILL

### ELECTRO MINERALS DIVISION



Mock Drill, engagement games & fire fighting training at Kakkand on 31st Oct 2017



### WENDT



A fire safety mock drill was conducted for all employees on 11th Jan 2018



### SUPER REFRACTORIES



Organised shopfloor safety meeting with all employees to discuss safety measures and awarded best suggestion and Q Man award in Jabalpur on 5th Jan 2018



# QHS: QUALITY, HEALTH AND SAFETY

## HEALTH CAMP

### WENDT



Medical checkup for employees and their dependants was conducted on 21-23rd Jan 2018



### SUPER REFRACTORIES



Health Awareness camp by ESIC on 18th Jan 2018 at Jabalpur



Dental Awareness Session at Vellore on 10th Jan 2018



Diabetes Awareness Program conducted at Karger Hospital on 16th Nov 2017

### ABRASIVES - SRIPERUMBUDUR

Mega Health Camp organised in association with ESIC on 8th Dec 2017



## DENGUE AWARENESS

### ABRASIVES - HOSUR



To keep dengue at bay regular spraying of mosquito repellent is done in both shop floor and surroundings twice a month

### ABRASIVES - THIRUVOTTIYUR



Employees consuming Nilavembu kudineer to prevent dengue

### SUPER REFRACTORIES



Dengue Awareness Campaign in association with Govt. Hospital, Walajpet on 5th Oct 2017 & Distribution of Nilavembu Kudineer

## QUALITY MONTH CELEBRATION

### INDUSTRIAL CERAMICS



Quality Month Celebration was commenced with the flag hoisting on 2nd Nov 2017. V. Rajendran (Sr VP - Super Refractories) also joined the function

### ABRASIVES - MARAIMALAI NAGAR



Quality Month Meeting in November, 2017 at Maraimalai Nagar

### WENDT



Quality Month Valedictory Function on 15th Dec 2017, in the plant

### ABRASIVES - HOSUR



As part of Quality Month Celebration, PEP Talk on Customer Complaints, Quiz & SKIT competitions were held in Nov 2017

# QHS: QUALITY, HEALTH AND SAFETY

## QUALITY MONTH CELEBRATION

### ABRASIVES - UTTARAKHAND



Quality Policy Reading on 8th Nov 2017



Plant Head Speech and Quality Policy Oath by UTK employees and Flexi on 8th Nov 2017



## JIPM SSA

### INDUSTRIAL CERAMICS



CUMI IC Division qualified for the TPM Excellence Award on 21st Nov 2017



### ABRASIVES - HOSUR



JIPM Second Stage Assessment was completed on 20th Nov 2017



### ABRASIVES - SRIPERUMBUDUR



JIPM Excellence Inconsistent TPM Commitment Audit at Sriperumbudur 18th Nov 2017



# QHS: QUALITY, HEALTH AND SAFETY

## QCFI CONVENTION

### INDUSTRIAL CERAMICS

CUMI IC participated in presentation and Slogan Competition organized by QCFI convention at Anekal on Oct 8, 2017 and won the following:

Gnanaprakasam, Senthil, Gopal from Metz Production Team won the Gold Award for presenting "Fixture Design for Cylindrical Grindling"



Gnanaprakasam, Velpandian, & Srinivasan of MC Production Team 2 won the Gold Award for the Presentation "5S Presentation in Chamfering Area"



Gnanaprakasam & Viji from Metz Production Team 3 won the Gold Award for the Presentation "Poke – Yoke for Tool Setting in Chamfering Area"



Ravi & Govindasamy of WC Production Team won Gold Award for the presentation "Manufacturing Cost Reduction in Pre Engineered Tile"



Suresh, Dinesh of WRL Maintenance Team won the Gold Award for the presentation "MTTR Reduction in Dry Bag press"



Rajendran & Samuvel of WRL Maintenance Team 2 won the Gold Award for the presentation "Heat Exchanger Cleaning"



Mohan Kumar, Elayakumar of WRL Maintenance Team 2 won the Bronze award for their presentation "Lid Locking Mechanism"



Gnanaprakasam won the 2nd Prize for Slogan Competition in the QCFI Convention

### WENDT



Metal Bond Kaizen Team "INNOVATORS" won GOLD AWARD in International Convention on Quality Control Concepts (ICQCC) 2017 by QCFI at Manila, Philippines on 25th Oct 2017

## AUDITS

### ABRASIVES - UTTARAKHAND



Surveillance audit took place on 12-13th Oct 2017 at Uttarakhand

# QHS: QUALITY, HEALTH AND SAFETY

## CHAPTER CONVENTION ON QUALITY CONCEPTS (CCQC)

### WENDT



Gold Awards at QCFI Hosur was won by - Innovators (Metal bond SGA team), Abdul Kalam Tech Innovators (Hones SGA team), Thunderbird (PED Kaizen team), Tops (QAD Kaizen team), Vision 2020 (QAD Kaizen team), and Thinking Hats (Finance & Stores Kaizen team) on 8th Oct 2017

## ENERGY HOUR

### INDUSTRIAL CERAMICS / WENDT / ABRASIVES - HOSUR



### SUPER REFRACTORIES



Energy Hour Celebration in SR1, SR2 and Jabalpur

### ELECTRO MINERALS



Energy Hour was celebrated at EMD-Edapally & Koratty Unit on 14th Dec 2017

## ENERGY HOUR

### ABRASIVES - UTTARAKHAND



Scenes from UTK on Dec 14th, 2017

### ABRASIVES - THIRUVOTTIYUR



Plant Head handing over Tailoring machines and Grocery items to an NGO - Tamilnadu Association for the Blind

### ABRASIVES - SRIPERUMBUDUR



Fun Activities during Energy Hour Celebrations

Employees contributed to the NGO - SEED, Rs 12,500 towards educational causes

### ABRASIVES - MARAIMALAI NAGAR



Energy Hour Celebrations

## COMMUNICATION MEETING

### ABRASIVES - UTTARAKHAND



Monthly Communication Meeting with NMS, held on 09th Jan 2018

### ABRASIVES - MARAIMALAI NAGAR



Communication Meeting

20 Years Service Award

### ELECTRO MINERALS



EMD Communication Meeting was held on 11th Nov 2018 and the meeting was addressed by Jayan PS, EVP-EMD

### INDUSTRIAL CERAMICS



Quarterly Communication Meeting was held on Nov 27, 2017 along with Quality Month Valedictory Function

## EVENTS & AWARDS

### STAR PERFORMER AWARD

#### ABRASIVES



Abrasives received the Murugappa Star Performer Award in February 2018, in the Medium Sized businesses category for FY 2016-17

#### INDUSTRIAL CERAMICS



Industrial Ceramics division was awarded the Star Performer Award 2017 in Small Business Category at the Group Leadership Conclave in Chennai on 1st Feb 18

### PLATINUM AWARD

#### ABRASIVES - TIRUVOTTIYUR



Won Platinum Award at the innovative Quality Circle Competition organised by AOTS – QFD WING held at Pune on 18th Feb 2018

### 1<sup>st</sup> PRIZE – IN SAFETY CATEGORY

#### ABRASIVES - TIRUVOTTIYUR



Won 1<sup>st</sup> Prize – in Safety Category at Circle Competition organised by CII-TPM Club on 29th Jan 2018

### HR EXCELLENCE AWARD

#### ELECTRO MINERALS



CUMI Electro Minerals has been awarded with 'Strong Commitment to HR Excellence Award' by CII for the year 2017-18



EMD HR Team has won the "HR Team of the Year Award" by Murugappa Group at the Group HR Conference on 9th -10th Feb 2018

### WOMAN LEADER AWARD

#### CORPORATE

Rekha Surendhiran, Company Secretary recognized as "Women Leader of the year -2017" in the Future Woman Leader Summit and Awards 2017 organised by UBS Transformance



## EVENTS & AWARDS

### QCFI AWARD

#### ABRASIVES - HOSUR

QCFI Hosur Sub Chapter organized 2nd Chapter Convention on Quality Concepts on 8th October 2017@ Bangalore. A Team from Abrasives, Hosur participated in SGA Competition won the Gold Award



Champions' Competition held at Chennai on 9th Oct 2017 to compete with the winners of other Kaizen Competitions' held during 2017. The team won 1st Prize and are the National Champions' in Renovative Kaizen Category for 2017

### TPM AWARDS BY JIPM - JAPAN

#### ABRASIVES - HOSUR



Awarded for TPM Excellence, Category A - Bonded Abrasives Division, Hosur Plant

#### ABRASIVES - SRIPERUMBUDUR



Awarded for Excellence in Consistent TPM commitment - Coated Abrasives Division, Sriperumbudur Plant

#### ABRASIVES - MARAIMALAI NAGAR



Awarded for Excellence in Consistent TPM commitment - Maraimalai Nagar Abrasives Plant

#### INDUSTRIAL CERAMICS - HOSUR



Awarded for TPM Excellence, Category A - Industrial Ceramics Division, Hosur

### YOU MADE A DIFFERENCE AWARDS

#### ELECTRO MINERALS



SBU half Yearly recognition 'You Made a Difference' Awards were handed over by Jayan PS, EVP-EMD

# EVENTS & AWARDS

## PRIDE OF MURUGAPPA

### CUMI



Application of IT, Runner-up  
Thamaraiselvan S & Anusya Devi V,  
Net Access - Chennai



OpEx 2: Maintenance & Tooling, Runner-up 1  
Radhakrishnan K.R., Saju S.B., Romy George,  
CUMI Electro Minerals Division - Edappally



Customer Centricity Winner  
Uma Maheswari P M & Aswin K,  
CUMI Abrasives - Tiruvottiyur



Customer Centricity, Runner-up 2  
Sameer S & Alagesan S,  
CUMI Industrial Ceramics - Hosur



OpEx 1: Manufacturing, Runner-up 2  
VR Govindaraj, P Prabu & Ashok Kumar,  
CUMI Abrasives - Sriperumbudur



OpEx 1: Manufacturing, Runner-up 2  
Syam Mohan, Ajesh AK & Midhun KP,  
CUMI Electro Minerals - Edappally



New Product Development Winner  
S Ramesh & V Suresh,  
CUMI Abrasives - Tiruvottiyur



OpEx 3: Supply Chain Management Winner  
Ramanathan K, Vadivel V & Muthukumar VR  
CUMI Abrasives - Hosur



OpEx 3: Supply Chain Management Runner-up 2  
Rajan K, Prabakaran K & Anandaraji M  
CUMI Abrasives - Sriperumbudur



CSR Winner  
Suresh Kumar AS & Shiju Elias  
CUMI Electro Minerals - Edappally



Environment, Health & Safety Winner  
Vijayakumar V, R Sankar Ramu &  
Vijayakumar C,  
CUMI Abrasives - Tiruvottiyur



Environment, Health & Safety,  
Runner-up 1 - Ayyappan R,  
Murugappan A R & Gopi K  
CUMI Industrial Ceramics - Hosur



Marketing & Communications, Runner-up 1  
Harikrishna Sharma, Bharath T & Saurav  
Satnalika, CUMI Industrial Ceramics - Hosur

## EVENTS & AWARDS

### SAFETY AWARD 2017

#### ELECTRO MINERALS



*EMD-Maniyar team has won the Safety Award 2017 from Factories & Boilers Department, Government of Kerala*

### Prof. SASHADHAR RAY MEMORIAL AWARD 2017

#### ELECTRO MINERALS



*EMD was awarded Prof. Sashadhar Ray Memorial Award 2017 for Industrial Excellence [Innovation of new products and products of import substitution] by the Indian Ceramic Society. The event was held on 14th Dec 2017*

### BOARD MEMBERS VISIT TO KOCHI

#### ELECTRO MINERALS



*Our Board members visited the Kochi Plant on 13th Feb 2018*



# LEARNING CORNER

## BIG 5S DAY

### WENDT



On 15th Oct 2017, Big 5S day was commemorated with employees cleaning their work spaces. There was also a lucky dip contest and prizes were distributed

## TRAINING PROGRAM

### WENDT



Training on Customer Centricity was held at La Classic, Bangalore on 12-13th Oct and 15-16th Nov 2017



A team building program was organized by Corp HR at WENDT on 8th Dec 2017

### ELECTRO MINERALS DIVISION



Prize Distribution for Events and games Winners at Electro Minerals Division, Kakkanad on 15th Dec 2017



Training on IATF 2016 Standards at Kakkanad on 22nd Jan 2018



Knowledge Sharing on SLIMFORMER & FMEA at Kakkanad on 15th Dec 2017 and 22nd Jan 2018



iSELL'-Two day training Programme for the Marketing team at Edapally on 15-16th Jan 2018



"CuMind'- Design Thinking workshop for EMD TEM at Edapally on 19-20th Jan 2018

# LEARNING CORNER

## E&T CORNER

### ABRASIVES - HOSUR



To Promote Education & Training activities, an E&T Corner was created with boards detailing Skill Inventory, Skill Matrix, Training Calendar, Trainer List, Suggestion Trend, Know Why Trend, OPL Trend, Training Photos and Today's Learning etc. Employees can access the board anytime to get an update on Education and Training

## IP AWARENESS PROGRAM

### INDUSTRIAL CERAMICS

A training program on Intellectual Property Rights was conducted for employees from all divisions of CUMI on Dec 23, 2017



### ABRASIVES - HOSUR



Training program on MS Word and PowerPoint was held on 23rd Dec 2017



TPM Training, held in November 2017

Energy Awareness Training, held on 4th Oct 2017

# LEARNING CORNER

## TRAINING PROGRAM

### SUPER REFRACTORIES



Training on Motivation was organized for all Apprentices Trainees on 11th Oct 2017 in SR2



Training on Kobetsu Kaizen was organized for Model Machine Members of SR2 on 13th and 14th Oct 2017 in Hotel Royal Rangalaya



Training on Team Work was conducted on 11th Jan 2017 in SR 1 by Sivakumar V



Training on JH and KK was organized for all Model Machine Members at SR2 on 12th Jan 2018



Training on Safety, MSDS, Catalyst and Application was organized for all Site Employees (South) on 24th and 25th Oct 2017 in SR2



Training on Quality, Operations and Maintenance was organized for all employees and contract workmen on the Shop Floor on 17th - 22nd Nov 2017 in Jabalpur

## UNNATHAM TRAINING

### WENDT



Unnatham training (Personality development & Team Building) for operators and team members - conducted every month in batches



## CORPORATE SOCIAL RESPONSIBILITY

### ABRASIVES - SRIPERUMBUDUR



In association with Tamil Nadu Science Forum (TNSF) science books were donated to 9th Standard School Children of the Govt Girls School in Sriperumbudur



# CORPORATE SOCIAL RESPONSIBILITY

## WATER FACILITIES & TREE PLANTATION

### ABRASIVES - HOSUR



Provision of drinking water facilities and tree planting was carried out at the Government Hr. Sec. School Nallur

## BLOOD DONATION CAMP

### INDUSTRIAL CERAMICS



CUMI IC in association with Lions Club of Hosur organized a Blood Donation Camp on plant premises. Totally 109 Units of Blood were collected on 10th Nov 2017

### SUPER REFRACTORIES



Employees of SR donated provisions to M/s Vallalar Oldage Home, Vellore



Education Guidance Program was organised at Govt. Hr. Sec. School, Vinnampalli on 4th Dec 17, 29th Dec 17



The Jabalpur team distributed school kits at a local Government Primary School

Dengue Awareness Campaign organised by Govt. Hospital, Walajapet at Govt. School, Vinnampalli on 06 Oct 2017



Free Medical Campaign organised by PHC, Walajapet at Govt. School, Mungileroi on 10th Nov 2017

### ELECTRO MINERALS



Life Skill Education was conducted at CUMI ASK Centre at Edapally on 15th Jan 18



'Positive Parenting' for parents of CUMI sponsored students at Edapally on 9th Dec 17



'Vayovandanam' for elders as part World Elders Day Edapally on 5th Dec 17

Why are you  
wasting time on  
Facebook?

Grandpa,  
I am going to fix up your  
almirah very soon!



# HIGHLIGHTS

## PONGAL CELEBRATION

### INDUSTRIAL CERAMICS



*Pongal was celebrated on 12th Jan 2018*

### ABRASIVES - SRIPERUMBUDUR



*Pongal Celebration held on 12th Jan 2018*



### ABRASIVES - HOSUR



*Pongal festival celebration*

### WENDT



*Pongal Celebration : A small pooja was done and in typical village style pongal was cooked in a pot*



### SUPER REFRACTORIES



*Pongal festival celebration in SR 1, Ranipet on 13th Jan 2018*

# HIGHLIGHTS

## GRADUATION CEREMONY

### ELECTRO MINERALS



Graduation Ceremony of Supervisory Development Programme for Junior Supervisors was held at SCMS College at EMD-Edapally on 23rd Jan 2018

## CRICKET TOURNAMENT

### ABRASIVES - HOSUR



CUMI IC Premier League (CPL) – Cricket Tournament was conducted exclusively for Diploma Trainees from 18th Jan 2018 – 21st Jan 2018 at Adhiyamaan College of Engineering, Hosur

### SUPER REFRACTORIES



Cricket Inter-Tournament – Dec 2017 at JBL



Badminton Singles and Doubles in JBL

### ABRASIVES - UTTARAKHAND



Cricket Tournament in December 2017

## ANNUAL SPORTS

### ABRASIVES - UTTARAKHAND



Annual Sports Month celebrated in December 2017

## HIGHLIGHTS

### CIRCLE CHAMPION COMPETITION

#### ABRASIVES - HOSUR



Circle Champion Competition recognition held on 18th Jan 2018

### HIGHEST PRODUCTION

#### ABRASIVES - SRIPERUMBUDUR



Highest Production Celebration in Maker & Conversion in the Month of November 2017

### GLOBAL PRESENCE - ABRASIVES



China CNC Machine Tool Fair is an important international exhibition for C-Technologies, Metal Processing and Metalworking. Conducted at Shanghai between 9th and 13th Apr 2018, this event saw exhibitors from 20 countries and more than 100,000 visitors. CUMI's stall had many visitors who wanted to explore the latest advancements in premium bonded and coated abrasive products



MECSPE is one the world's largest B2B exhibitions held at Parma, Italy. In the 2018 event held in March, CUMI's stall received many visitors

CUMI

Great job!  
You have got me  
an amazing **Tool  
Kit** and **Screw  
Driver** to fix my  
almirah!

Cheers!  
You have got a  
wonderful **Car Washer**  
and **Car Care Products**  
for our car!

Thanks to **CUMI's** new  
**"Facebook Shop"**,  
my dad and grandpa  
are now happy!



Scan to visit  
CUMI's  
Facebook Store



Ashwinth (HO) | Manish (Ceramics) | Ramya (Corp) |  
Shibin (Minerals) | Soumya (Refractories) | Sreshta (Abr) | Vijay (Wendt India)

# EMPLOYEE CORNER

## RETIREMENT

### ABRASIVES - HOSUR



*Radha Krishnan G, Executive Production, retired on 30th Nov 2017, after 33 years of service*



*Retirement Function of Vydhyanath Bhagavath, Deputy Manager - Stores on 31st Dec 2017, after 10 years of service with CUMI*



### ABRASIVES - THIRUVOTTIYUR



*A. Murugappan - GM - Safety, Retired after 35.9 years of dedicated service on 28th Oct 2017*



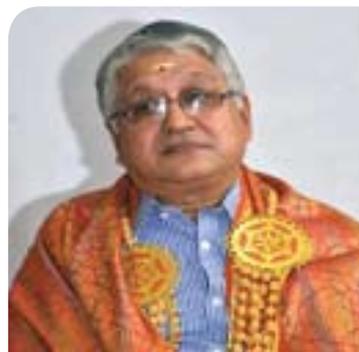
*Retirement Function Of Operative - Production, O.L.Kannan on 31st Aug 2017, after 19 years of service*

### SUPER REFRACTORIES



*Retirement function of R Rajagopalan, EVP & Business Head, on 30th Apr 2018 after 38 years of dedicated service*

### ABRASIVES - SRIPERUMBUDUR



*Retirement Function of V. Raghupathy - AGM - Mfg after 36 Years of experience*

# EMPLOYEE CORNER

## ACHIEVERS GALLERY RECOGNITION

### ABRASIVES - HOSUR



Achievers Gallery Recognition, held on 18th Jan 2018. Employees are recognized on a continuous basis for their "significant performance" as part of Employee Engagement activities

## JAPANESE LANGUAGE CLASS

### INDUSTRIAL CERAMICS



Employees of CUMI IC along with Bonded Abrasives & Wendt India are learning to speak Japanese from the ABK AOTS Bengaluru Chapter's Director, Mrs Uma Ramasubramaniam from 10th Oct 2017

## LONG TERM SETTLEMENT

### ELECTRO MINERALS - KORATTY



LTS Discussion Team with Union Office Bearers

## WEDDING BELLS



Prathap Kumar (AVP-Tech Ceramics, IC) weds Bhavya Kamalia (Consultant-Future Forward, IC) on 12th Mar 2018



Muruganantham N (Exec-Mfg, ABR-UTK) weds Keerthana on 19th Jan 2018



S Arun Kumar (TM- Mfg, ABR-SPR) married Priya on 19th Feb 2018



R Rajesh (Team Lead-Mfg, ABR-SPR) married Malar on 5th Mar 2018



Balasubramanian (TM-Mfg, ABR-TVT) weds Karthika on 3rd Sep 2017



Rakesh (DM-Accts, CSS) weds Vaishalee on 3rd Feb 2018



Lavanya S (Sales Associate, CUMI Direct) weds Balaganesan on 7th Feb 2018



K. Ravikumar (TM-Mfg, ABR-TVT) wed Vishali on 25th Feb 2018



Ritam Dasgupta (MT-Strategy, ABR-TVT) married Srinjana on 8th Mar 2018



Amresh Kumar Singh (Manager-Mfg, ABR-MMN) weds Sweety on 28th Nov 2018

## EMPLOYEE CORNER

### WEDDING BELLS



Vadivel T (TM-Design, IC)  
married Sudha  
on 27th Oct 2017



Akash Robin George  
(Mgr-Mktg, IC) wed Rinu  
on 7th Jan 2018



Sameer (DM-Mktg, IC)  
Married Najma  
on 25th Dec 2017



Saravanan (Operator-Mfg,  
ABR-TVT) wed Poongodi  
on 2nd Apr 2018



S. Anbumurugan (TM-Mfg,  
ABR-TVT) wed Elakkiya  
on 27th Aug 2017



Mohammed AsanNainar  
(Operator-Mfg, ABR-TVT)  
wed 20th Aug 2017



Kokila (Associate-CUMIDirect)  
wed Chandramouli  
on 28th Aug 2017



Sankarprasth - Associate- CSS  
wed Logapriya  
on 19th Oct 2017



Karthikeyan (Operator-Mfg, ABR-  
TVT) wed Bhuvaneshwari  
on 2nd Apr 2018



V Sriram (Sup-CSS) wed  
Swathi on 19th Jan 2018



Nidhin TM (Mgr Mktg, EMD)  
wed Elizabeth Jacob  
on 27th Jan 2018



Jagadeesan P (TM - Mfg, SR 2)  
wed Devipriya  
on 25th Feb 2018



T. Kalimuthu (Machine Services,  
WENDT) married K. Shunmuga  
Priya on 24th Nov 2017



M Anbalagan (Machine Services,  
WENDT) married Radhika  
on 5th Feb 2018



V Surendra (Shape Tools,  
WENDT) married Harathi  
on 5th Oct 2017



Asai Thambi K (TM-Mfg,  
ABR-UTK) wed Gowri  
on 29th Nov 2017

# WELCOME ABOARD



**Gowtham S**  
Executive – Safety  
Chennai - Abrasives



**Dobariya Anil Kumar V**  
Executive - Mines  
Okha - EMD



**Shruti Iyer**  
Management Trainee - Accounts  
Tiruvottiyur - Abrasives



**Suman Pal**  
DGM - Technology  
Tiruvottiyur - Abrasives



**Yuvaraj R**  
Executive - Commercial  
Tiruvottiyur - Abrasives



**Bhagyaraj N S**  
Manager - HR  
Tiruvottiyur - Abrasives



**Chetan N Ingawale**  
Executive - Marketing  
Mumbai - Super Refractories



**Akshay Kashinath**  
Senior Manager – Intl Business  
Chennai - Abrasives



**Aman Gulati**  
Executive - Manufacturing  
Uttarakhand - Abrasives



**Bharath Kumar Bandaru**  
Executive - Marketing  
Hyderabad - Abrasives



**Marudhachalam U**  
Deputy Manager – Marketing  
Chennai - Super Refractories



**Jagadeeswaran J**  
Executive - Safety  
Ranipet - Super Refractories



**Lalit Kumar S**  
Executive - Technical  
Uttarakhand - Abrasives



**Kuldeep Saini R**  
Executive – Maintenance  
Uttarakhand - Abrasives



**Santosh Swain**  
Senior Manager - Account  
Ranipet - Super Refractories



**Rizwan Khan Pathan**  
Deputy Manager - TPM  
Uttarakhand - Abrasives



**Udhayavanan A**  
Deputy Manager - Commercial  
Hosur - Abrasives



**Vijayakumar M**  
AGM - Safety  
Tiruvottiyur - Abrasives



**Sumon Roy**  
General Manager – Middle East  
Middle East - Abrasives - CME



**Kovendhan J**  
DM - Marketing  
Chennai - Abrasives



**Manivannan S**  
Deputy Manager – Sales & Marketing  
Chennai - Abrasives



**Manoj Kumar**  
Executive Sales & Marketing  
Gurgaon - Abrasives



**Pintoo Babu Gangwar**  
Executive – Sales & Marketing  
Ludhiana - Abrasives



**Sachin Khandale**  
Executive – Sales & Marketing  
Baroda - Abrasives



**Ameen Latheef Rauthar**  
Deputy Manager – Sales & Mktg  
Surat - Abrasives



**Mahesh Suryavanshi**  
Dy Manager – Application Engineering  
Pune - Abrasives



**Bijoy Paul**  
Deputy Manager – Sales & Mktg  
Guwahati - Abrasives



**Adith H S**  
Dy Manager – Business Development  
Tiruvottiyur - Abrasives



**Shivprakash K S**  
Executive - Stores  
Tiruvottiyur - CUMI Direct



**Kuppusamy A**  
Executive Technology  
Ranipet - Super Refractories



**Venkatesh A**  
Executive - Maintenance  
Sriperumbudur - Abrasives



**Suresh V**  
Deputy Manager - Accounts  
Hosur - Abrasives



**Debojit Ghosh**  
Deputy Manager – Sales & Mktg  
Bihar - Abrasives



**Mohammed Shamse Azam**  
Executive Technical Service  
Delhi - Abrasives



**Pankaj Kumawat**  
Deputy Manager - Marketing  
Jaipur - Abrasives



**Partha Sarathi Bhattacharya**  
Deputy Manager – Sales & Mktg  
Kolkata - Abrasives

*These are new joinees between August 2017 and March 2018*

# Feedback

post the last issue of Connect

1. How did you find the Content Quality i.e. Article content and depth, topics and events covered, and editing?

## QUALITY OF CONTENT

420   
Good

38   
Average

4   
Poor

2. What were your views on the coverage of the Magazine i.e coverage of events across SBUs, geographical units, subsidiaries etc.

## COVERAGE OF EVENTS

399   
Good

54   
Average

9   
Poor

3. How would you rate Connect on layout and design of cover and inner pages?

## QUALITY OF CONTENT

420   
Good

38   
Average

4   
Poor

Thank you for sharing your feedback! We also received a lot of great suggestions and ideas, some of which we have incorporated in this issue itself. Please do keep sharing your opinions and ideas, we love to hear from you!

– Editorial Team - Connect

## Murugappa EAP



Your window  
to a Better Life

 EAP Portal  
<https://www.livewell.optum.com>  
(access code : murugappa\_eap)

 Mobile App  
Optum EAP  
(Access code: murugappa\_eap)

### What is Employee Assistance Program?

The Employee Assistance Program, (EAP) is an independent counselling service sponsored by Group HR in partnership with Optum International. One can call their toll-free numbers 24/7 or email them or use the live chat facility on the Livewell portal.

### And is it free?

Yes, the Group has retained Optum to provide counselling services over phone. As long as it is over phone, it is free. If an employee wants face-to-face meetings with the counsellor, there is a fee of Rs.1,500 per hour, which the employee will have to bear.

### Will my company know about my participation in the Murugappa EAP & will it affect my employment if I approach EAP with an issue?

No, an employee's participation in the Murugappa Employee Assistance Program is absolutely confidential. However, in instances when there is an imminent risk to self or to others, a disclosure may be required. Hence approaching EAP with an issue will not affect your employment in any way

### And what are the topics that can be discussed via the EAP

EAP is equipped to handle issues like conflict at the work place, difficult boss scenarios, relationship concerns, death in the family, depression, alcohol, drugs or anything that could cause stress to a person, which may be related to personal or work. All such issues can be discussed via phone. If Optum feels it would be better to have a face-to-face counselling session, then they will recommend it.

### Can family members avail EAP Services?

Employees immediate family which includes spouse, children, parents, parents-in-law and siblings under the age of 18 are entitled to use the EAP services.

### Can one (employee or family member) remain anonymous while using the services?

If the employee or family member is unwilling or hesitant to give their personal information, they can remain anonymous.

### Will this program resolve problems?

The program is a great place to start for resolving any personal issues. Most of the issues will be resolved within the program. However, in case of special long-term needs, face-to-face counselling may be required.



 Main Number  
1800 102 7293  
Toll Free: 1800 209 8424  
Toll Free 1800 425 1212  
Backup: (BSNL/MTNL)

 Alternative number  
00 91 80 653 93 189  
00 91 80 653 93 188

 Email  
Service.in@optum.in

