

QUALITY HERALD

The Voice of Excellence



People, Culture and Learning



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Table of Contents

People, Culture & Learning: The Trifecta of thriving Organizations	07
NEWS	10
People & Culture: The Human Core of Sustainability	14
The Human Side of Growth: People, Culture, and Learning	17
Culture: The Cornerstone of People, Learning, and Organizational Success	20
People: The Heart of Every Industry	24
Building Futures Through People, Culture, and Lifelong Learning	28

ABOUT THE JOURNAL

The **October 2025** edition of *Quality Herald* explores the theme **“People, Culture, and Learning”**, focusing on how these core drivers are shaping the future of organizational excellence. This edition highlights how investing in people, nurturing inclusive cultures, and fostering continuous learning are becoming essential pathways to resilience, innovation, and long-term success.

Through expert insights, case studies, and research-backed perspectives, this issue examines how organizations are creating environments where talent thrives, knowledge is shared, and leadership is redefined. It showcases strategies that link people development with business growth, demonstrate the cultural foundations of high-performing teams, and reveal how a learning mindset accelerates adaptability in a rapidly evolving landscape.

By bringing people, culture, and learning to the forefront, this edition offers a forward-looking view of how organizations can achieve sustainable excellence—not just by meeting goals, but by cultivating engaged employees, future-ready capabilities, and lasting value for all stakeholders.

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Aims	The magazine intends to be leading platform for sharing practical insights, innovative ideas and thought leadership in the field of Quality, Sustainability, Operations and Business Excellence. It seeks to inspire professionals, academicians and organisations to adopt and implement the quality driven approaches that leads continuous improvement and societal value.
Scope	A. Management System B. Sustainability and ESG practices C. Operational and Business Excellence D. Women empowerment E. Youth, Education and Future of Quality Leadership F. Industry 4.0 and Artificial Intelligence
Submission Email	info@ggspl.com
Review Policy	<p>All articles will be reviewed for relevance, clarity, and adherence to guidelines.</p> <p>The editorial board may conduct a light review or seek peer feedback where required.</p> <p>Feedback and decision (acceptance, revision, or rejection) will be communicated within 1–2 weeks.</p>
Plagiarism Policy	Strictly zero-tolerance. All submissions must be original and appropriately cited.
Availability	Available online on the publisher's website.
Author Guidelines	<p>Submission Format</p> <ul style="list-style-type: none"> Title of the Article Full Name(s) of Author(s) Affiliation(s) and Designation(s) Contact Email(s) Author Bio (50–100 words) Declaration of Originality Main Content (with headings/subheadings) Conclusion / Key Insights References Tables/Figures (if applicable – clearly labeled) <p>Word Count Guidelines</p> <ol style="list-style-type: none"> Feature Articles / Case Studies: 1500–3000 words Opinion / Technical Notes: 800–1500 words Book Reviews / Interviews / Brief Insights: 500–1000 words Longer manuscripts may be considered based on editorial merit. <p>Formatting Instructions</p> <ol style="list-style-type: none"> Font: Calibri or Times New Roman, Size 11 or 12 Line spacing: 1.15 Margins: 1 inch all sides Use clear sub -headings and bullet points All visuals must be referenced in-text No plagiarism and provide appropriate citations

Dear Readers,

It gives me great pleasure to welcome you to the tenth issue of Quality Herald – The Voice of Excellence. This edition carries a theme that lies at the very heart of every organization's journey: People, Culture & Learning.

In today's fast-changing world, processes and technologies may evolve at lightning speed, but it is people who remain the true anchors of excellence. Culture provides the soil in which values take root, and continuous learning is the sunlight that helps both individuals and organizations grow. Together, they form the foundation of sustainable progress.

This issue brings together insightful contributions from industry professionals and academicians who share their perspectives on nurturing inclusive workplaces, building learning ecosystems, and shaping cultures that thrive on trust, innovation, and adaptability. Alongside these articles, we bring you curated updates on global happenings, a crossword to challenge your thinking, and reflections that connect the human side of business with the science of quality.

We also warmly invite our readers to become part of this conversation. Your experiences, opinions, and articles are most welcome in future editions of Quality Herald. After all, knowledge grows richer when it is shared, and learning deepens when it is collective.

I hope you enjoy reading this issue as much as we enjoyed curating it. May it inspire you to reflect, engage, and take forward the mission of excellence through people, culture, and learning.



Chief Editor

Quality Herald – The Voice of Excellence



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People, Culture & Learning: The Trifecta of thriving Organizations



Surajit Mukhopadhyay

Article from the Editor's Desk

In today's dynamic world, the success of any organization doesn't hinge on products alone — it's powered by people, shaped by culture, and propelled by a continuous hunger for learning. These three forces form an inseparable trifecta that determines whether an organization merely survives or boldly thrives in the face of change.

Let's take a deeper dive into how these elements intersect — and why they matter now more than ever.



People: The Beating Heart of Any Enterprise

Organizations are living systems. At their core are people — diverse, complex, curious, driven. From the intern brainstorming fresh ideas to the seasoned leader making strategic decisions, every individual contributes uniquely to the collective organism.

But people are not static assets; they are evolving beings. What they value, how they work, and what inspires them are all in flux. In the modern workplace, empathy, authenticity, and flexibility are no longer perks — they're expectations.

Leaders who recognize the human behind the job title are building more than just productive teams — they're nurturing ecosystems of trust and creativity. And with the rise of remote and hybrid models, investing in human connection is not optional; it's essential.

Culture: The Invisible Engine

Peter Drucker once said, "Culture eats strategy for breakfast." Culture is the unwritten rulebook of an organization. It's how decisions are made, how failure is treated, how innovation is rewarded (or punished), and how inclusion is lived.

A healthy culture is not about beer fridges or casual Fridays — it's about psychological safety, shared values, and a sense of purpose. It's what allows people to speak up without fear, to challenge without backlash, and to grow without limits.

Importantly, culture is shaped by behavior at every level. It's not crafted in a boardroom; it's revealed in everyday interactions. When people feel like they belong and are seen as their full selves, culture becomes a magnet for top talent — and a driver of sustainable success.

Learning: The Superpower of the 21st Century

In an era where industries are disrupted overnight and yesterday's skills are today's liabilities; learning is not a luxury — it's survival.

Organizations that embed learning into their DNA create resilience. Whether it's upskilling, reskilling, or just learning how to learn — the future belongs to the curious.

This goes beyond traditional training. Learning today is social, bite-sized, and continuous. It's sparked in Slack channels, YouTube tutorials, and late-night brainstorming sessions. Smart organizations are designing cultures where everyone is a teacher and a learner.

Most importantly, when learning is part of the culture, mistakes are seen not as failures but as stepping stones. That mindset shift alone can unlock exponential innovation.

The Intersection: Where the Magic Happens

When people feel empowered, culture becomes collaborative. When culture supports learning, people grow. When learning is shared, culture evolves. And when people, culture, and learning are aligned, organizations become adaptive, inclusive, and unstoppable.

Consider companies like Spotify, Netflix, or Patagonia. Their innovation isn't just about tech or design — it's about how they treat their people, cultivate culture, and invest in learning. These aren't soft ideas; they're strategic assets.



Looking Ahead: How Do We Build for Tomorrow?

Start with Listening – Build structures where feedback flows freely. People can't thrive where they don't feel heard.

Prioritize Inclusion – Culture is only strong when it reflects everyone. Diversity without inclusion is decoration.

Invest in Learning Ecosystems – Go beyond courses. Support mentoring, communities of practice, and real-time problem solving.

Celebrate Growth, Not Just Results – Make learning and personal development part of performance reviews and promotions.

Lead with Humility – The best leaders are learners first. They ask questions, admit what they don't know, and grow with their teams.

Final Thoughts

The future belongs to organizations that see people not as resources, but as partners. That treat culture not as branding, but as a living, breathing entity. That embrace learning not as a task, but as a way of life. In a world where change is the only constant, People, Culture & Learning are not buzzwords — they're the blueprint.



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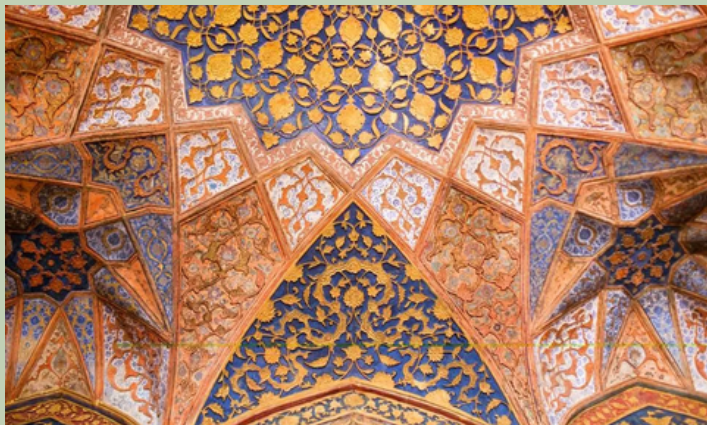
NEWS

Culture That Carries: Leadership Lessons From India's Living Tapestry

Organizations often treat alignment like a strategy. Get people to believe in the vision. Get teams to live the values. Build a culture where purpose sits at the center and everyone moves in the same direction. But in many companies, what looks like unity is just a performance - a tightly managed choreography of sameness.

When culture starts performing alignment instead of living it, most companies reach for fixes: tighter messaging, new values, more playbooks.

Yet real culture isn't smooth. It isn't clean. The best ones aren't flawless — they're tapestries, woven from memory, contradiction, and the messy grace of how people actually work together. The inspiration for that might not come from another framework. Maybe it comes from something older. More lived-in. Less built, more endured.



While classical civilizations like Greece and Rome left behind cathedrals of stone, ancient India left behind cathedrals of thought. Her legacy isn't monuments. It's metaphors. Not walls but worldviews. Concepts like zero, karma, ahimsa, non-duality, and moksha shaped not just her identity but how the world understands selfhood, suffering, time, and truth. India didn't export uniformity. She exported inquiry. Ideas traveled along trade routes and storylines. They were debated, retold, absorbed.

That influence spread far. I spent a large part of my career living in Thailand and Singapore. In Thailand, I watched a traditional puppet show based on the Ramakien — the local retelling of the Ramayana. In Yogyakarta, I stood before ninth-century temples filled with Indian deities carved into stone. Their names and faces were different.

Culture doesn't ask for permission. It travels when invited. And once it arrives, it adapts. It blends. It stays. That kind of transmission isn't accidental. It happens when culture leaves space for others to bring their own color.

A company's purpose should work the same way. Vision statements and culture values aren't diktats. They are invitations. The more people can interpret them personally, the more powerfully they hold.

NEWS

Creating a Culture of Lifelong Learning in the Workplace

Lifelong learning is the continuous, intentional pursuit of knowledge for personal or professional reasons. In the workplace, this translates to an environment where employees are encouraged and supported to constantly acquire new skills, expand their knowledge base, and adapt to changes. The importance of this approach cannot be overstated, especially in an era where globalisation and technological advancements such as AI are reshaping industries at an unprecedented pace.



Benefits for the Company

- **Enhanced innovation and competitiveness:** A workforce that is committed to learning is more likely to drive innovation. Employees who regularly update their skills are better equipped to think creatively and come up with fresh solutions to problems, which in turn helps the company stay ahead of competitors.
- **Increased productivity:** Continuous learning leads to a more skilled workforce. When employees have up-to-date skills and knowledge, they can perform their jobs more efficiently and effectively, directly impacting productivity levels.
- **Talent retention and attraction:** Companies that invest in employee development are more likely to retain their top talent. Employees are more loyal to organisations that prioritise their growth. Additionally, a strong learning culture makes the company more attractive to prospective employees, particularly those who are ambitious and keen to grow.

Benefits for Employees

- **Career advancement:** Lifelong learning opens up opportunities for career growth. Employees who continually develop their skills are better positioned for promotions and are more likely to achieve their career goals.
- **Job security:** In a competitive job market, having up-to-date skills can be the difference between staying employed and facing redundancy. Lifelong learning helps employees remain relevant and valuable to their employers.
- **Personal fulfilment:** Beyond the professional advantages, lifelong learning also contributes to personal satisfaction. The sense of achievement that comes from mastering new skills and knowledge boosts morale and overall job satisfaction.

NEWS

Learning Culture' Essential for Competitive Advantage, Says Collision Industry Expert

“Learning isn't anything that's new; it's been around since the Garden of Eden,” Claypool said. “Learning is a means of growth. From a skilled trades perspective, it's how knowledge and skill has been passed from generation to generation through apprenticeships and guilds and other means.”

Although the concept of learning has been around a long time, he pointed out, the pace at which companies must collectively learn in order to stay competitive has ramped up significantly. Competitive advantage and the role training and learning play has evolved from a time when labor was required over knowledge in dominating industries like ship building and agriculture, he said.

The industrial age meant more of a need for knowledge, but just a few attained it, and lots of labor was still necessary, although more management came with the times. Processes like railroad management and manufacturing and entities like the Ford Motor Company, Claypool said, embodied this new need for knowledge.

“Knowledge then became intellectual capital, and you pair that with skilled workers and their knowledge, and you could become viable and competitive if you could keep up with the changes that were happening faster and faster,” he said.

Learning became essential to picking up an increasingly complex knowledge base, and workers, Claypool said, needed to begin learning both individually and organizationally. The shift toward “intellectual and learning capital” was official.



“Learning is not a one-time event or a program; it's a mindset of a cultural foundation,” he said. “In a world where the only constant is change, the ability to learn is the most sustainable competitive advantage. And once you see a true learning culture, you cannot unsee it. And it's going to be hard to ever envision yourself going back.”



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People & Culture: The Human Core of Sustainability



Sachin Grover - Executive Director - Quality Growth Services Pvt Ltd.

When organizations talk about sustainability, the conversation often revolves around technology, innovation, renewable energy, green buildings, and circular economies. While these elements are critical, there is one factor that quietly underpins them all—People and Culture. Without human commitment, collective values, and cultural transformation, sustainability efforts remain short-lived and surface-level.

Beyond Policies and Technologies

Sustainability is not solely a product of policies or technology. While tools like solar panels, recycling systems, and green certifications can help reduce environmental impact, their success ultimately depends on the people who implement and uphold them. It is human behaviour—not infrastructure—that determines whether sustainability efforts succeed or stall. A culture rooted in environmental and social responsibility is the true catalyst for enduring change. When employees understand the importance of sustainability and feel empowered to contribute, they are more likely to innovate, minimize waste, conserve resources, and foster mutual accountability. In this dynamic, culture serves as the engine—and people, the drivers—of meaningful and lasting transformation.



Building a Culture of Shared Values

For sustainability to become embedded in an organization or society, it must be more than an initiative—it must be a shared value. This means:

- **Leadership by example:** Leaders modelling sustainable practices send a strong message that actions matter more than slogans.
- **Inclusive engagement:** Encouraging employees at all levels to contribute ideas builds ownership and collective responsibility.
- **Education and awareness:** Training, storytelling, and transparent communication help people connect their daily actions to long-term environmental and social impacts.

Culture evolves when individuals consistently see that their values align with those of the organization. A culture that prizes sustainability becomes self-reinforcing, with new employees naturally adopting these principles.



The Social Dimension of Sustainability

Sustainability is not just about the environment—it is also about people. Diversity, Equity, Inclusion, Fair Wages, and Safe Working Conditions are all fundamental pillars of a sustainable society. An organization that ignores its people in its quest for environmental credentials risks creating an imbalance that ultimately undermines progress.

When employees feel respected, valued, and part of a bigger purpose, they are more likely to champion sustainability in both their professional and personal lives. The ripple effect extends to families, communities, and even customer behaviour.

Culture as a Competitive Advantage

Organizations that embed sustainability into their culture consistently outperform on key metrics. Higher employee engagement, deeper customer trust, and greater resilience to operational and reputational risks are common outcomes. In today's landscape—where regulators, investors, and other stakeholders closely examine sustainability performance—culture emerges as a defining advantage.

It transforms sustainability from a time-bound initiative into an enduring mindset.



Conclusion: Centring Sustainability Around People

Sustainability is, above all, a human pursuit. It demands the passion, persistence, and purpose that only individuals can bring. Culture provides the framework that sustains these qualities—embedding them into daily decisions, long-term strategies, and shared values.

When people are empowered and culture is aligned, sustainability evolves from a compliance obligation into a transformative opportunity. It becomes a living practice—one that safeguards our planet and nurtures the potential of future generations.

Important Dates in October 2025



Dussehra / Vijayadashami (Oct 2, 2025)

Celebrates the triumph of good over evil, when Lord Rama defeated Ravana. The day is marked by Ramleela performances, grand processions, and burning of Ravana effigies across India.

Karva Chauth (Oct 10, 2025)

A traditional festival where married women observe a fast from sunrise to moonrise for the well-being and longevity of their husbands. The rituals include applying mehndi, dressing in festive attire, and a special puja before breaking the fast at moonrise.



World Mental Health Day (Oct 10, 2025)

An international day dedicated to raising awareness about mental health challenges. It emphasizes the importance of mental well-being, reducing stigma, and promoting support for those struggling with psychological issues.

United Nations Day (Oct 24, 2025)

Commemorates the founding of the United Nations in 1945. It highlights the importance of global cooperation, peacekeeping, human rights, and sustainable development across the world.



Chhath Puja (Begins Oct 27, 2025)

A four-day festival dedicated to worshipping the Sun God for health, prosperity, and abundance. Celebrated mainly in Bihar, Jharkhand, and eastern UP, devotees offer prayers at rivers during sunrise and sunset while observing strict fasting rituals.

The Human Side of Growth: People, Culture, and Learning

Singam Mohit reddy - Analyst ,Capgemini



In any society people, culture and learning interact with each other and determine the development of communities. Not only is learning limited to classrooms, it goes as far as families, workplaces and even societies. Learning is what helps people to adapt, innovation and values that are passed on to another generation. Culture influences the learning content and process whereas people provide different perspectives that enhance the learning process. Upon examining the actual world, we can see how learning power can work in the case of people, companies, and countries that succeed by adopting it.

Learning Beyond Classrooms

Historically, people considered the process of learning as one that occurred at school and university. But in the 21st century, learning has been expanded to incorporate informal and ongoing experiences. To illustrate, Malala Yousafzai, who was culturally discouraged in Pakistan to schooling girls, demonstrated that learning does not take place in class rooms. The fact that she is courageous points to the idea that learning does not only involve learning literacy but also changing mentalities. The experience of Malala is a message of how culture can become obstacle to learning, and how individuals within the society can transform culture by their need to learn.

In a similar manner, workplaces are no longer confined to technical skills in learning. Agility among employees is pushed by companies through lifelong learning. As an example, Google launched its "20 percent Project" whereby employees would devote a quarter of their time to either studying new concepts or undertaking passion work. This venture led to the invention of such innovations as Gmail and Google Maps. This demonstrates that individuals realize breakthroughs that are experienced in the world when organizations inculcate learning in their culture.



Culture as a Teacher

Culture is a kind of teacher that is invisible, which affects what individuals study and implement. In Japan, such a culture as Kaizen, or continuous improvement, has not only influenced the corporate life but also the daily life. It is also the incentive to employees to find a constant improvement in processes which resulted in the emergence of Toyota as one of the leaders in the automobile industry globally. Kaizen is not merely a business strategy but the strategy of culture of learning which appreciates small steps.

Cultural traditions on the other hand, can also at times restrict learning. As an example, gender stereotypes in some of these societies do not allow women to access education or pursue their careers. Nevertheless, in cases when cultures develop, they enlarge the learning possibilities of everyone. The case of women joining STEM fields in India is a good illustration of the booming rate of women enrolling in the sector. Cultural barriers have been overcome through programs such as the Beti Bachao, Beti Padhao program that has opened up learning opportunities, demonstrating the direct experience of culture change in educational attainment.

Learning in the Digital Age

Digital revolution has radically changed the mode of learning among people. Learning has been democratized by online providers such as Coursera, Khan Academy and Udemy, and good education is now available to everyone around the world. YouTube has allowed a farmer in a small village in India to access more information about the latest farming techniques whereas a teenager in Brazil can take a course at MIT right at home.

One of the most interesting examples is the emergence of Byju, an Indian edtech company that became one of the biggest learning platforms in the world. Byju has changed the way millions of learners experience learning by making interactive video and gamified learning products to demonstrate how technology can transcend cultural and geographic boundaries to learning. This is also a cultural transformation that has happened in digital form whereby learning is no longer a matter of age and time, but rather of inquisitiveness and availability.

People as Catalysts of Learning

Learning is fundamentally always people oriented. The influences of flows of knowledge within societies are determined by teachers, mentors, leaders and peers. Take the example of Dr. APJ Abdul Kalam, the former President of India, who as a scientist was a teacher at heart. He devoted most of his time to students even after getting to the top of the office, encouraging them to always dream big and learn. His life teaches us that education is not about the number of degrees one has received but in making people curious.

Learning Through Crises

Education usually illuminates during crises. The COVID-19 pandemic forced schools, businesses, and governments to learn and unlearn old things and find new ways in a very short period. Distance learning and working became the new reality in a few days. The teachers who were not using digital tools before were forced to get familiar with Zoom and online platforms to continue classes. This worldwide disaster taught us that the most important learning skill of the contemporary times is adaptability.

A good example is one that happened in Kerala, India, where community-based education programs were able to fight the pandemic. The state government initiated online classrooms, which could access education even to the rural students. Volunteers also intervened to educate the older citizens about digital literacy to enable them to use telemedicine. The attempts are an indication that learning that is culturally influenced by people and aimed at making societies stronger in times of distress can be made.

The Future of Learning

In the future, culture and technology will still keep on shaping learning. Artificial Intelligence is already transforming education, providing individualized experiences of learning. Nevertheless, all the fundamentals of learning shall be embedded in human inquisitiveness, cultural values and human interplay. Countries which develop the culture of learning will be ahead in innovation and development whereas the countries that resist change would find it difficult.

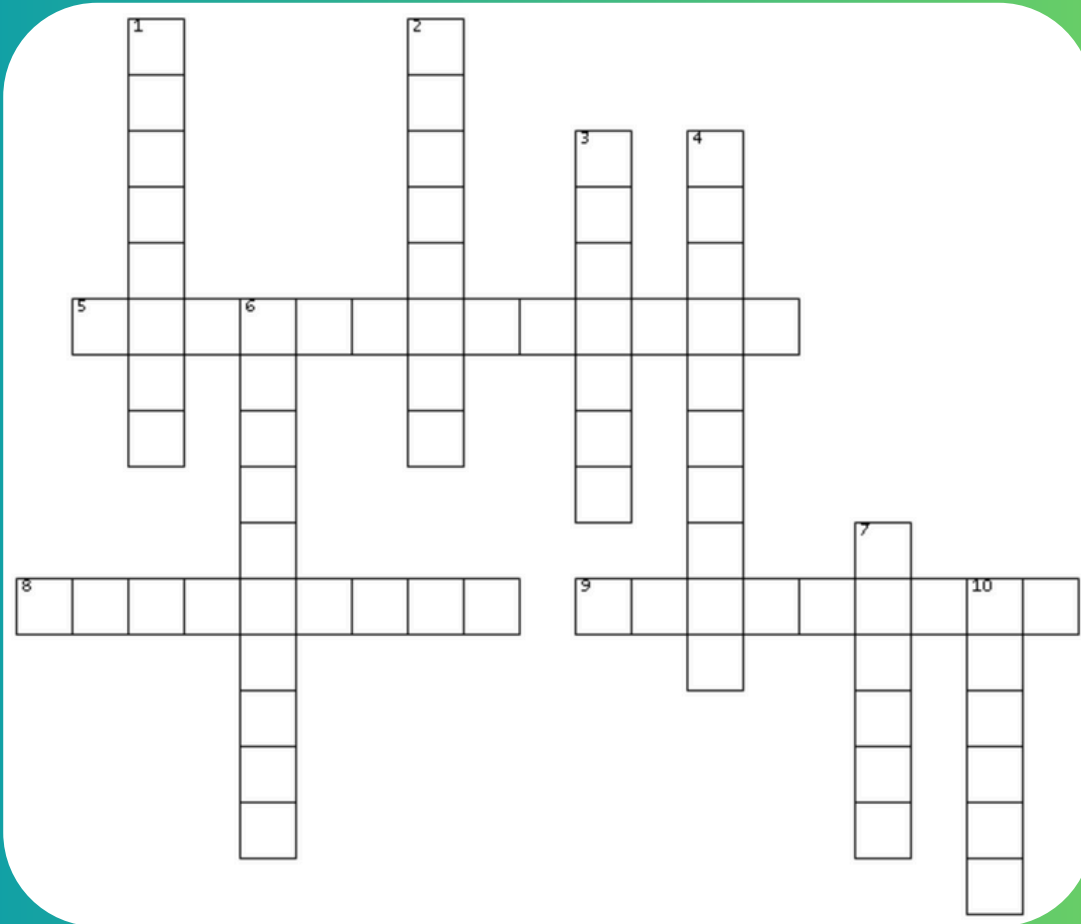
Finally, learning does not only concern individual development, but it is group development. People get educated and they uplift their families. Learning in organizations leads to the production of superior products and services. When cultures are learnt, societies create resilience and innovation cultures. People, culture and learning are interrelated and the basic components of a prosperous world.

Conclusion

The conflict that brings people and culture together is learning. It gives people the strength to rise up against any odds, creates societies to be accepting, and propels development to countries. Whether it is Malala and her struggle to get an education, or Google and its culture of innovation, whether it is Japanese Kaizen, or virtual classroom, there are all around us, that learning is a life long process. Learning, unlearning, relearning is not only the benefit of living in the interconnected world today but also the absolute requirement.

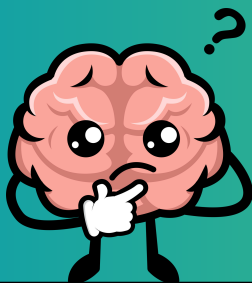
As Alvin Toffler once said, “The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” If people and cultures embrace this truth, the possibilities for human progress will be endless.

PEOPLE, CULTURE & LEARNING: THE CROSSWORD OF GROWTH



ACROSS

- 5. Exchange of ideas and information effectively.
- 8. Inclusion of different backgrounds, perspectives, and experiences.
- 9. Information and expertise acquired through experience or study.



DOWN

- 1. Collaborative effort of a group to achieve common goals.
- 2. Continuous process of gaining knowledge and skills.
- 3. Shared values, beliefs, and practices that shape an organization.
- 4. Creative solutions emerging from collective learning and culture.
- 6. Guidance provided by an experienced person to support growth.
- 7. The heart of every organization, driving collaboration and innovation.
- 10. Personal and professional development over time.

Answers of the Previous edition

Across: Quality, Improvement, Innovation, Growth, Excellence, Efficiency

Down: Sustainability, Service, Trust, Customer



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Culture: The Cornerstone of People, Learning, and Organizational Success

N Jithin Kumar - Business Partner, Rrayze business solutions



Culture has been stated as simply the way people conduct themselves whenever they are alone. It is not a company slogan on the wall or a phrase in the employee handbook. It has been experienced during team meetings, even in informal discussions and even the way leaders react to victory and errors.

Culture in the contemporary business context has found its way to the periphery to the focal point. To the current HR leaders, who have been increasingly referred to as People and Culture professionals, culture is not about compliance or processes anymore. It is the driving force of participation, invention and performance.

The Importance of Culture Like Never Before.

In Gallup studies, it is revealed that at most, approximately 20-23 percent of employees are strongly attached to the culture in their respective company. The price of that disconnection is high, as disengagement has an impact on productivity all the way down to the customer loyalty.

Conversely, companies that have culture on the right hand unlock colossal value. They experience greater relationships, increased innovation and improved business results. Culture has become a multiplier that dictates the way people present themselves to work, the way they collaborate and how they develop.

From HR to People and Culture

The change in the name of Human Resources to People and Culture is a considerable change.

Conventional HR was pretty much of a transactional kind, i.e. payroll, compliance and recordkeeping.

People and Culture is future-ready, strategic and human-centered: it creates experiences, engages and aligns people strategy with the business objectives.

This change is an indication that employees are not regarded as resources but as joint business partners. The People and Culture now work on:

- Equity, Diversity, Inclusion and Belonging (DEIB).
- Employee healthiness and strength.
- Learning, and leadership development.
- Agile organizational management and change management.
- Employer branding and narration.

Concisely, the role of the People and Culture leaders, today, is to be the steward of the culture, in a sense that there is a smooth matching of the organizational values and the needs of human beings.

Learning: The Beating Heart of Culture.

The current culture of the workplace also needs to be a learning culture. The research by Deloitte indicates that the stronger the learning culture of an organization, the greater the probability of innovation and propensity to lead the market (92% and 46% respectively).

Learning culture does not mean taking employees to the irregular training session. It is about integrating unceasing development into the routine of work. Such cultures have such characteristics as:

- Low risk-taking wherein errors are viewed as learning opportunities.
- Availability of knowledge via the digital platform, mentoring, and peer education.
- Leadership advocacy - by modeling interest and self-development, the top leaders should be the exemplars.
- Team-based collective intelligence, in which knowledge is distributed among teams, and not kept secret.
- Employees who are more involved in the culture through learning are more innovative and more future ready.

The HR Lens: Future Culture Building 2025.

The contemporary HR practitioner needs to find the balance between organizational agility and employee wellbeing. The cultural concerns in the current workplace are:

Employee Experience First

The performance is not the only criteria used to evaluate workplaces, but also the emotions of workers matter. Cultural necessities include recognition programs, wellness programs and meaningful feedback.

Technology: Innovator of New Culture.

Culture has been transformed by digital transformation. Such tools as learning experience platforms (LXPs), employee voice survey, and collaboration application make sure that culture flourishes even in a hybrid and remote environment.

Technology enables:

- Agile on-demand learning.
- On-the-fly feedback on employees to respond.
- A data-driven culture-building analytics.
- Geographical affiliation.

Culture cannot be substituted using technology and instead, the technology intensifies and perpetuates it.



Culture as a Performance Driving Force.

According to research by Bersin by Deloitte, top learning organizations are:

- 92% more likely to innovate
- 37% more productive
- 34% improved in responding to customer needs.
- 58% better equipped to future skills needs.

According to Josh Bersin: The most massive contributor to business impact is the quality of an organizational learning culture.

Culture is not a peripheral activity to HR leaders. It is the foundation of strategy, which determines the people as well as profit.

In summary: Culture as the Future of Work.

Culture is no more a choice. It is the money of staff participation, the basis of innovation, and the pillar of organizational strength.

Stated more simply, by 2025 and beyond, the task of the HR - or rather the leaders in the People and Culture field is to create environments where the success of business cannot be discussed outside the realms of learning, wellbeing, and inclusion.

When culture is intentional, people thrive. And when people thrive, organizations not only survive disruption but shape the future.

GLIMPSES



IATF Programme

Specialized IATF 16949 training at a leading automotive manufacturer to strengthen quality management systems and ensure global compliance.

Leadership Programme (HODs & Above)
Comprehensive programme at the country's largest two-wheeler manufacturer focusing on Developing a Quality Mindset among senior leaders to drive cultural and operational excellence.



EHS Internal Audit

EHS IA conducted at an automotive ancillary company in Gurgaon to evaluate compliance, safety practices, and sustainability standards.

QCC Training (26–27 Aug, 2025)
2-day Quality Control Circle training for a Japanese white goods manufacturing giant to promote team-based problem-solving and continuous improvement.





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People: The Heart of Every Industry

Yerra Anudeep Chowdary - Sales Executive, Blue stone



In various industries, geographies and through time, there has been one thing that has never changed and that is people are in the center of everything. It is often judged on the basis of profits, technologies or innovations of the organization but none of this would be possible without people. The customers that buy, the employees that innovate, the communities that support and the leaders that inspire are they. In the context of people, culture and learning, it is obvious that people are the building blocks on which culture and learning are rooted. People construct culture, behave in a given way, and learn through their curiosity and flexibility. By so doing, individuals are not merely resultants in an industry, but its real designers. This paper discusses the various aspects of individuals in companies: as customers, as employees and teams, as audiences and communities, as culture creators and as learners.

People as Customers: Beyond Transactions

Being customers is one of the most apparent positions that people occupy. The existence of businesses is due to the presence of people who are ready to purchase what they are selling. However, in the modern competitive market, the customers are not just interested in products anymore, instead, they seek experiences, relationships and trust. To illustrate, a jewelry brand in a retail industry is not merely a product that is being sold, but stories of love, customs, and achievements. Equally, a technological firm is not simply offering a device but empowering lifestyles, productivity, and connectivity. The contemporary customer appreciates individuality: a service that will make him or her feel comprehended, respected, and treasured.

The success of organizations in developing a customer trust is usually based on:

- Active hearing on customer needs and preferences.
- Individualization of products and services.
- Unity in service provision of quality and reliability.
- Caring in responding to issues and feedback.

What this approach emphasizes is that business is not all about selling to people; but it is essentially about serving people. A transaction perspective shuns expansion and a people perspective creates loyalty, repeat business and success over time.

People as Employees: The Drivers of Growth

Provided that organizations are there because of customers, then employees are the cause of their success. Individuals within organizations are a source of skills, creativity, and dedication that machines and systems are unable to duplicate.

The workforce is the strength of an organisation and employees are no longer being viewed as mere resources but rather as the growth partners. Engaged employees provide innovation, problem solving, and resilience to companies and disengaged employees have the capacity of undermining the best plans.

The modern organizations have come to learn to invest in their people by paying attention to:

- Positive diversity, inclusion and belonging culture in the workplace.
- Training and mentoring on career development.
- Harmony between work and life and accommodations to minimize burnout.
- Rewarding and recognition that rewards contributions.

Working employees are not driven by pay when they feel appreciated, they identify with the organizational vision, and will work with heart. It is true because as they say, Take care of your people and they will take care of your business.

People as Teams: The Strength of Teamwork.

It is something that cannot be done by any person, no matter how competent he is. Teamwork is where one can see the real might of individuals. Teams are individuals who come together due to different talents, views, and experiences, producing more than the sum of the individuals.

As an example, the industry of technology development can offer programmers, designers, marketers, and analysts collaborating on software development projects. Things may work out based on technical skills, the degree to which people communicate effectively, share common ground and responsibilities.

Successful teamwork has the ingredients of:

- Community interests, therefore, everyone strives to the common objective.
- The respect of each other whereby different views should count.
- Responsibility, where everyone plays a role in a responsible manner.

This collaborative spirit shows that while technology and systems are important, they are only as effective as the people who drive them.



The Digital Shift: People as Audiences.

The online world has made individuals influential audiences and groups. As compared to the traditional markets where communication was minimal, the current businesses can now communicate with millions of individuals in real-time via digital media.

Nonetheless, this access has its opportunities and obligations. People are ceasing to be passive consumers of advertisements, they are active participants that can give feedback, have an influence, and even corporate bodies responsible. One tweet by a consumer can establish or destroy the image of a brand.

Effective online communication needs:

- Authenticity: It is associated with authentic messaging where people relate with it.
- Relevance: Content should touch on what is of interest to the audiences.
- Interaction: Community not audience is created through two-way communication.
- Storytelling: Narratives are much more compelling than simple descriptions of the products.

Businesses need to see digital audiences not as numbers but as communities in order to create long-term loyalty and advocacy.

People as Culture: Unseen Foundation.

All organizations possess a culture; a set of values, practices, behaviors that outline the way things are done here. Culture does not exist in policy manuals, it exists in people. It is manifested through the treatment of employees towards each other, leaders by example setting and decision making.

An example is that a culture of innovation would stimulate experimentation and risk taking where a culture of compliance places a lot of emphasis on discipline and standardization. They do not inherently make any difference, but it is what fits the objectives of the organization.

Good organizational cultures are usually constructed upon:

- Muscle values like integrity, respect and excellence.
- Open communication with the flow of feedback in every direction.
- Inclusion and diversity, which enables individuals of every kind to prosper.
- Learning orientation, in which mistakes are regarded as a chance to develop

Culture is the intangible element that, either, can drive organizations forward, or can slow them down. And that in the deepest sense of the term, culture is always fashioned and maintained by individuals.

Learners as People: The Growth Mindset.

The other important part that people play in industries is that of learners. Continuous learning is the life-blood in an age marked by high change, i.e. technological disruption, globalization and the ever-changing customer expectations.

Growth mindset makes people more flexible and resilient. They do not perceive challenges as a threat and consider them as a way to broaden their skills. Learning organizations enjoy future-proof workforces that are more innovative.

Today learning goes beyond conventional classrooms. It includes:

- Problem solving and project on-the-job learning.
- The knowledge transfer between generations comes through mentorship and coaching.
- Online education, where learning can be upskilled at any place and any time.
- Team learning, in which teams exchange knowledge and experience.

After all, lifelong learners do not only change themselves, but they also create the future of their organizations.



The People Impact that Matters More Than Ever.

When discussing artificial intelligence, automation, and robotics nowadays, the fear is that robots will take over humans. Nevertheless, technology cannot replicate human qualities: empathy, creativity, trust, and ethical judgment, as there is no way of how it can process data and processes.

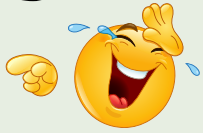
- A customer is not going to come back because of an algorithm, he/she comes back because he/she feels that he/she is appreciated.
- It is not a machine, but people motivate one another, that makes a team innovative.
- Automation does not make a culture grow, but when individuals hold to collective values, it flourishes.

This is the reason why people are more valuable than ever not despite technology but with it. Technology expands the power of human beings, yet individuals provide purpose and orientation.

Conclusion: Always About People

Industries can transform, products can alter, and technologies can disrupt but the role of people is eternal. They are customer experience seekers, employee growth, teamwork, audience engagement, culture-inspiring and learners. Organizations that consider people as core of their strategies open the doors to trust, innovation and sustainable growth. Culture will thrive, learning becomes faster, and development becomes significant. The principle upon which it relies is plain and straightforward: people come first and then everything will follow. Since, there is no truth that can be shaken by the end of the day, in any business, in any time, it is always about people.

QUALITY CONTROL(LED) HUMOR



When Work Gets Too Serious



1. THE TRAINING PARADOX 🎓

HR: "This training will transform your skills!"

Me: logs in, downloads certificate, logs out in 2 minutes

HR: "But... the session was 3 hours?"

Me: "Efficiency is also a skill."



2. CULTURE SHOCK 🌍

Manager: "We celebrate cultural diversity here."

Team: fights over whether Friday snacks should be momos, tacos, or samosas

Manager: "Okay fine, we'll just have... biscuits."

3. PEOPLE-FIRST STRATEGY 👤

CEO: "Employees are our biggest asset."

Employee: "So... free health checkups?"

CEO: "No, but here's a motivational poster."



4. LEARNING ON THE JOB 💡

Boss: "You'll learn more from experience than from books."

Me: makes one mistake

Boss: "Not THAT experience."

5. CULTURE FIT INTERVIEW 🎭

Interviewer: "We're looking for someone who fits our culture."

Candidate: "What's the culture?"

Interviewer: "Working till 11 pm with a smile."

Candidate: smiles... and runs away.



Building Futures Through People, Culture, and Lifelong Learning

Chirag Kundra - Product Manager - ICICI, IIM Sambalpur



“Culture is the collective programming of the mind that distinguishes the members of one group or category of people from others.” - Geert Hofstede

When I think about people, culture, and learning, I see them as inseparable threads woven into the fabric of human progress. People define culture, culture shapes learning, and learning transforms people. This cycle has existed across centuries from early tribes transmitting traditions through storytelling to modern organizations training employees in cross-cultural environments. To truly understand this interplay, we need to explore theoretical frameworks and also reflect on our lived experiences.



Understanding People and Learning

At its core, learning is a process of acquiring knowledge, skills, attitudes, and behaviors through experience, reflection, and practice. Psychologists have long debated how people learn, giving rise to several schools of thought.

Ivan Pavlov's classical conditioning, for example, showed how external stimuli could shape behavior. His famous experiment with dogs demonstrated that a neutral stimulus, when paired repeatedly with food, could trigger salivation on its own. While this might appear basic, it has deep implications for human learning: we are constantly conditioned by our environment. Whether it is a child associating praise with academic achievement or an employee linking recognition with performance, learning is not always conscious: sometimes, it is reflexive. Later, B.F. Skinner expanded on this with operant conditioning, emphasizing reinforcement and punishment. In today's workplace, reward systems, promotions, and recognition are nothing but structured reinforcements designed to motivate desirable behavior. Albert Bandura added another layer through his Social Learning Theory, suggesting that people learn not just through direct experience but also by observing others. His concept of “modeling” is evident when we pick up habits, gestures, or even leadership styles simply by watching role models. Learning, then, is not just about textbooks or classrooms. It is an ongoing, social, and cultural process.

Culture as a Framework for Learning

Culture is the invisible hand that shapes how people learn and interact. Hofstede's cultural dimensions framework provides an excellent lens to analyze this. His model identifies six key dimensions:

1. Power Distance - the extent to which inequality is accepted.
2. Individualism vs. Collectivism - whether people prioritize personal goals or group goals.
3. Masculinity vs. Femininity - the preference for competition and achievement versus cooperation and care.
4. Uncertainty Avoidance - the comfort level with ambiguity and risk.
5. Long-Term vs. Short-Term Orientation - the focus on future rewards versus immediate results.
6. Indulgence vs. Restraint - the degree to which societies allow free gratification of desires.

People, Culture, and Organizations

In organizational life, the connection between people, culture, and learning becomes even more evident. Companies today operate in global environments, where cultural diversity can either be a source of innovation or a cause of misunderstanding. Edgar Schein, in his model of organizational culture, highlighted that shared values, beliefs, and assumptions shape how employees behave and learn in a workplace.

Take for example Google, which fosters a culture of psychological safety, encouraging employees to experiment and fail fast. This cultural environment directly supports continuous learning. On the other hand, a rigid hierarchical organization might inhibit employees from taking risks or questioning outdated practices, thus stifling learning.

Learning organizations, as defined by Peter Senge, are those that “continually expand their capacity to create the results they truly desire.” In such organizations, culture is not just a backdrop but a driver of collective growth.

Learning Across Cultures

Globalization has blurred geographical boundaries. A student in India might attend an online class conducted by a professor in the U.S., while an employee in Germany collaborates with a colleague in Brazil. This cross-cultural exposure enriches learning but also creates challenges.

Language barriers, communication styles, and different cultural assumptions can lead to misunderstandings. Edward T. Hall's concept of high-context and low-context cultures illustrates this beautifully. In high-context cultures (e.g., Japan, Arab countries), communication relies heavily on implicit understanding and non-verbal cues. In low-context cultures (e.g., Germany, U.S.), messages are explicit and direct. For effective learning to occur across such differences, cultural intelligence (CQ) becomes critical. CQ is the ability to adapt, empathize, and function effectively in diverse cultural settings.

The Human Side of Learning

While theories and frameworks are useful, I believe the most profound learning happens when people share experiences. As Paulo Freire, the Brazilian educator, wrote: “Education does not change the world. Education changes people. People change the world.”

In my own experience, the richest learning moments have come not from reading about cultural models, but from interacting with people from different backgrounds. A conversation with someone from another culture forces us to question our assumptions, reframe our perspectives, and grow as individuals.

Conclusion

People, culture, and learning form a continuous loop. People create culture, culture shapes how we learn, and learning in turn transforms people and their societies. Theories from Pavlov to Hofstede give us frameworks to understand this dynamic, but lived experiences breathe life into these ideas.

In a rapidly globalizing world, the ability to learn across cultural boundaries is not just an academic skill, it is a survival skill. If learning is the bridge, then culture is the landscape through which it runs, and people are the travellers who give it meaning.

As John Dewey famously said, “Education is not preparation for life; education is life itself.” To embrace this truth, we must continue to learn from people, respect cultures, and celebrate the endless journey of growth.



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