The **AD-roit LinkS**

NEWSLETTER

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#7

Beyond Clicks, Compliance Begins with Conversation

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YOUR NO. 1 GUIDE TO A SAFER WORKPLACE

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From the
FOUNDER'S DESK

Dear Readers,
Warm greetings and a very *Happy New Year!*

As organizations set their compliance and people-development calendars for the year, January offers a powerful opportunity, not just to plan, but to pause and reflect on what kind of workplace culture we are truly building.

At AD-roit LinkS, we firmly believe that **PoSH compliance is not an annual formality—it is an ongoing, culture-shaping process.** While digital learning tools and e-modules play an important role in standardising awareness, they cannot substitute the depth, sensitivity, and behavioural impact of **instructor-led PoSH workshops.**

PoSH is not only about knowing the law. It is about understanding boundaries, recognising power dynamics, navigating grey areas, and creating the confidence to speak up. **Instructor-led sessions enable real-time conversations, practical interpretation, and contextual clarity.** They allow participants to ask the questions they hesitate to raise elsewhere—and help organisations address realities that policies alone cannot.

This is why we consistently recommend a **blended learning approach:**
✔ E-modules for consistency and scale;
✔ Instructor-led training for engagement, dialogue, and real behavioural change.

We invite you to also read our detailed article in this edition on **why instructor-led PoSH training remains the most effective and responsible practice**.

2025: A year of reach, relevance, and responsibility

We step into 2026 deeply grateful for the trust placed in us over the past year. In 2025, AD-roit LinkS had the privilege of delivering:

- **56+ PoSH awareness and IC capability sessions**
- **2,500+ employees trained**, across levels—from frontline staff to C-suite leaders
- Engagements with **16+ organisations**
- Coverage across **15 cities**, spanning metro and non-metro India
- Work across diverse sectors, including **PSUs, Aviation, Hospitality, IT/ITES, Manufacturing, Consulting, Education, NGOs, and Start-ups**

Beyond the milestones, what truly defined 2025 were the conversations—leaders reflecting on accountability, employees seeking clarity, and Internal Committees strengthening their approach to fairness, sensitivity, and procedural rigour.

Looking ahead to 2026

As organisations prepare their compliance roadmaps for the year, we look forward to partnering with those who want to go beyond regulatory obligation and invest in **prevention, awareness, and workplace dignity**.

If PoSH training is on your calendar this year, we encourage you to see it not merely as a mandate, but as an opportunity to educate, to engage, to prevent harm, and to consciously shape respectful workplace cultures.

We look forward to continuing this journey with you, helping build workplaces where safety is not assumed, but intentionally created.

With gratitude and commitment,

Leeza Dutta Singh 🔗

**Founder & Managing Partner,
AD-roit LinkS**

AD-roit LinkS

Fostering Respect, Ensuring Compliance

Beyond Clicks, Compliance Begins with Conversation

Why Instructor-Led PoSH Training Still Matters in the Age of E-Learning

~ By Atryee Dutta

In most organizations today, PoSH training begins with a familiar email.
A link.
A deadline.
A reminder to "complete the mandatory module."

Employees log in, watch a few slides, answer multiple-choice questions, and move on.

On paper, compliance is achieved.

But in practice, awareness often isn't.

As workplaces become more complex with hybrid teams, digital communication, blurred boundaries, and evolving power dynamics, the question is no longer whether PoSH training is conducted, but how effectively it is absorbed, understood, and applied.

This is where instructor-led PoSH training continues to play a critical role—despite the convenience of e-learning modules.

The Limitations of E-Learning Only PoSH Training

E-learning modules are efficient.
They are scalable.
They are easy to track.

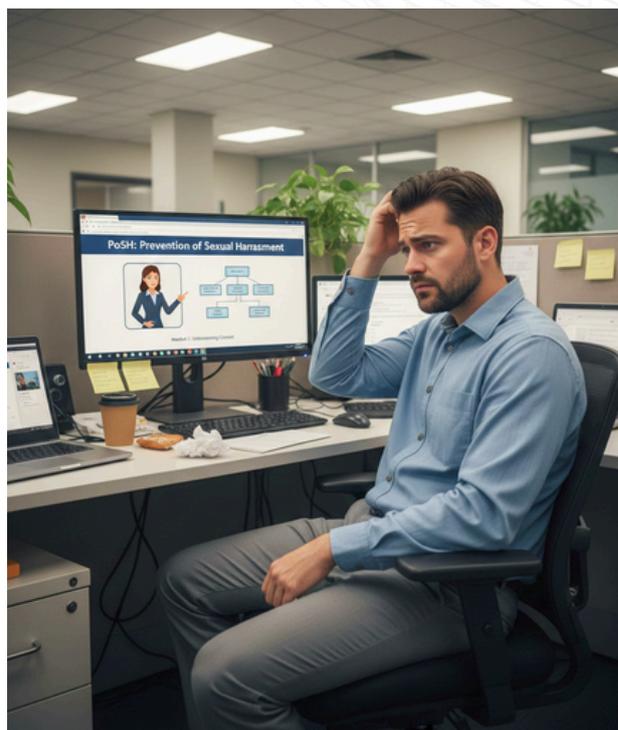But PoSH compliance is not merely an information exercise. It is a **behavioural and cultural intervention.**

Most e-learning modules focus on:
Definitions and legal provisions
Do's and don'ts
Procedural steps

What they often miss is **context**.

Sexual harassment rarely appears in textbook form.
It lives in:
Tone
Timing
Power imbalance
Perception
Digital interactions
"Grey areas" that don't feel illegal—until they are

A recorded module cannot pause when an employee hesitates.
 It cannot read the room.
 It cannot respond to discomfort, defensiveness, or confusion.

Most importantly, it cannot answer the question employees are often afraid to ask aloud:
"What if I didn't intend harm—but someone felt uncomfortable?"

Why Instructor-Led Training Creates Real Awareness

Instructor-led PoSH training transforms compliance from a checkbox into a conversation.

1. It Allows Safe, Guided Dialogue

In live sessions, participants begin to realize that their doubts are shared.

Questions are brought up:

"Can a compliment be harassment?"
"What about WhatsApp groups?"
"Does PoSH apply outside office hours?"
"What if both parties consented?"

These questions rarely find space in self-paced modules.
Yet they are precisely where misunderstandings—and future complaints—often arise.

A trained instructor can:

Clarify legal intent versus social conditioning
Address myths without shaming
Normalize curiosity while reinforcing accountability

That balance is difficult to achieve through automated content.

2. It Humanizes the Law

The PoSH Act is a legal framework—but its purpose is human dignity.

In-person training allows facilitators to:

Use real-life scenarios
Discuss anonymized cases
Explain consequences through lived experiences rather than fear

When participants understand why the law exists—not just what it says—compliance becomes internal, not imposed.

This is particularly important for leadership teams, managers, and Internal Committee members, whose responses shape trust in the system.

3. It Addresses Power Dynamics and Culture

Every workplace has its own hierarchy, language, and unwritten rules.

Instructor-led training allows customization:

Industry-specific examples
Role-based responsibilities
Leadership accountability
Cultural sensitivities

A manufacturing floor, a university campus, and a corporate boardroom do not experience PoSH in the same way.

Live training adapts.
Generic modules do not.

Making the Most of In-Person PoSH Training

Instructor-led sessions are most effective when treated not as an annual ritual, but as a strategic intervention.

Here's how organizations can maximize their impact:

1. Prepare Participants Before the Session

Set expectations early:
Communicate that the session is interactive, not punitive
Encourage questions—anonymous if needed
Clarify that intent is not assumed, but impact is examined

When employees feel safe to engage, learning deepens.

2. Use Scenario-Based Discussions, Not Lectures

The most effective sessions are not those with the most slides but those with the most dialogue.
Real life scenarios help participants to:

Recognize unconscious bias
Understand digital and informal harassment
Practice appropriate responses
Identify reporting mechanisms confidently

They also help employees see themselves not just as potential respondents or complainants—but as bystanders with responsibility.

3. Include Leadership in the Room

When leaders attend the same training as employees, it sends a powerful message:

PoSH is not "HR's problem"

Accountability applies across hierarchies, Culture is set from the top

Leadership presence legitimizes the process and reduces fear around reporting.

4. Create Space for Post-Session Reflection

The real impact of instructor-led training often emerges after the session ends.

Encourage:
Team discussions
Follow-up queries
Access to IC members
Policy walkthroughs

Where E-Learning Fits In

E-learning modules are not ineffective.
They are simply insufficient on their own.

When used correctly, they become powerful tools for reinforcement.

Ideal Use of E-Learning PoSH Modules:
- Pre-training primers: Introduce basic concepts before live sessions
- Refresher modules: Reinforce learning 6–12 months after instructor-led training
- Update alerts: Communicate legal developments, policy changes, or internal learnings
- Onboarding essentials: Ensure new employees receive immediate awareness

The most effective PoSH compliance strategies follow a blended model:

- Instructor-led training to build understanding, empathy, and context
- Interactive discussion to address doubts and cultural nuances

- E-learning refreshers to reinforce learning and keep awareness alive
- Periodic updates to reflect evolving laws, digital risks, and workplace realities

This approach recognizes a simple truth:

Awareness is an ongoing process and with workplaces extending beyond physical offices, staying updated is essential. It is important also because harassment now occurs through:
Emails
Video calls
Messaging apps
Social media interactions tied to work

E-learning refreshers play a crucial role in keeping employees informed about:
- Expanded scope of "workplace"
- Digital conduct expectations
- Reporting channels
- IC processes

But these updates are most effective when employees already trust the system—trust that is built through meaningful, instructor-led engagement.

Compliance Is About People, Not Platforms

Technology can deliver information but only conversation builds understanding.
Instructor-led PoSH training creates:
- Awareness that feels real
- Compliance that feels fair
- Cultures that feel safe

E-learning modules then sustain that awareness by quietly reinforcing what was already understood.

The goal is not to complete training.
It is to create workplaces where dignity is instinctive, boundaries are respected, and concerns are addressed before they escalate.

True PoSH compliance is not measured by completion rates, but by the confidence employees feel in speaking up, and the integrity with which organizations respond.

Because in the end, PoSH training is not about completing a module—it is about ensuring that when it matters most, people know how to respond, act, and uphold dignity at work.

SafeStories:
Previous Edition

Follow us on LinkedIn to see every new SafeStory and join the conversation about building safer workplaces.

The SafeStories Comic Strip series is a **creative initiative by AD-roit LinkS to spark meaningful conversations around workplace safety, dignity, and the Prevention of Sexual Harassment (PoSH)**. Every month, we bring you a relatable, thought-provoking comic to help spread awareness in a memorable and engaging way.
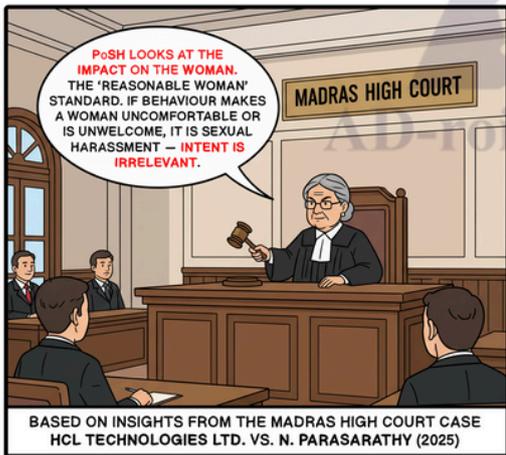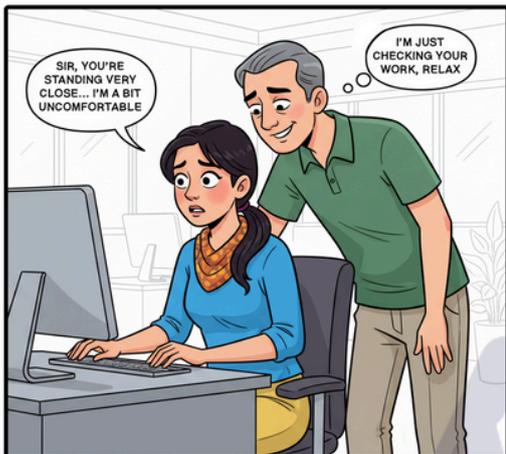
What I See From the Back of the Room...

~ By Vaishnavi Singh

As someone who accompanies our founder, Adv. Leeza Dutta Singh, during PoSH sessions, I often get a chance to quietly observe the room, the reactions, the doubts, the hesitations, and the conversations that unfold when people finally feel safe enough to ask what's truly on their mind.

These are the moments I've realised no online module can replicate single-handedly.

Because while e-learning teaches the *law*, instructor-led training reveals the *lived reality*.

During sessions, employees ask questions that are complex, nuanced, and deeply rooted in real workplace dynamics, the kind that no standardised module prepares them for. For example, in one session, a woman working in a large PSU asked:

"If I live in the company township and a colleague misbehaves with me in the market or medical dispensary inside the campus, does that count as workplace harassment? Whom do I report to?"

This is not something an online module can address directly, because it requires understanding the physical structure of PSUs, the boundaries of "workplace", and the lived experience of employees who reside inside organisation-owned townships.

In another session, someone from a multi-company joint venture project asked:

"If an employee from the partner company misbehaves, do I go to my IC, their IC, or is there supposed to be a joint IC?"

Again, a practical, real-world concern that needs conversation, context, and correct legal interpretation.

There was another situation where a woman asked about a housewarming party hosted by her boss.

Several colleagues attended, but one of the boss's *personal* friends misbehaved with her. She wasn't sure whether that should be reported under PoSH or treated as a police matter.

And a simple question from a senior leader, which made everyone think:

"If I send good morning messages in the team WhatsApp group, and sometimes we also share poems, etc., and someone finds it uncomfortable, can that become a PoSH issue?"

It's such a simple scenario, yet it opens an entire conversation about digital boundaries, tone, perception, and impact.

These sessions make one thing very clear: **that people don't just need information, they need clarity.** And clarity is born through dialogue, not passive viewing.

What stays with me the most, however, are the moments after the session ends. Often, women approach Leeza ma'am privately to share an incident they faced years ago. Some talk about something currently happening but don't know how to classify it. Some simply want to ask, "What should I do now?"

Watching them finally say things they have carried alone for years has deeply changed the way I view this work. It shows that instructor-led PoSH trainings do more than teach rules; they create **space**:

Space to *ask*.
Space to *understand*.
Space to *be heard*.

And, most importantly, **space to take the first step toward change.**

And it can only happen when people are given a room, a voice, and a human who is willing to listen.

Ask the **Legal Expert!**

Your **legal queries**, addressed with **expert insight**.

Q How does in-person PoSH training help employees handle grey areas in workplace interactions?

In-person training allows open discussions about ambiguous scenarios (e.g., "Is a joke acceptable?"), helping employees interpret boundaries with guidance from experts. E-modules often skip these nuances.

Q Can PoSH complaints be filed for incidents outside office hours?

Yes. The PoSH Act defines "workplace" broadly to include extended work events, digital interactions, or any work-related context. Consult your Internal Committee (IC) for specifics.

Q Is it harassment if someone didn't mean to offend?

Intent doesn't matter; impact does. If a comment/action made someone uncomfortable, it may violate PoSH norms. Report it to ensure fair resolution.

Q Can in-person PoSH training address industry-specific challenges?

Absolutely. Customized scenarios and examples in instructor-led training sessions in specific industries (e.g., healthcare, IT, construction) address the unique risks of workplace safety (e.g., night shifts, client interactions). Generic e-modules miss this.

Q Who should lead the in-person PoSH training sessions?

Trained experts, such as certified PoSH trainers or legal professionals, ensure accurate, sensitive delivery. Avoid using untrained HR staff or internal leaders.

Q How can organizations measure the effectiveness of in-person PoSH training?

Track feedback surveys, reduced complaints, increased reporting confidence, and IC engagement. Follow up with post-training discussions to assess understanding.

Q What support should employees expect after PoSH training?

Access to IC members, anonymous Q&A channels, and policy guides. Organizations must reinforce a safe reporting culture, not just conduct one-time training.

Q How often should refresher PoSH training be conducted for employees?

Annual training is usually recommended, with e-module refreshers every 6–12 months. Update sessions if policies or laws change, and include new employees in induction training.

Highlights in Frames

A snapshot of the moments that shaped our month, from in-person to online training sessions.

Our **Services**

PoSH Compliance Training & Advisory

Building safer workplaces, one session at a time.

Diversity, Equity & Inclusion (DEI)

Creating cultures where everyone feels a sense of belonging.

Ethics and Code of Business Conduct

Empowering decisions with ethics and integrity.

Simplifying Labour Law Compliance

Turning complex laws into crystal clear solutions.

POCSO Awareness & Support

Protecting children through awareness and action.

Policy Drafting & Review

Policies that work — for people and compliance.

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