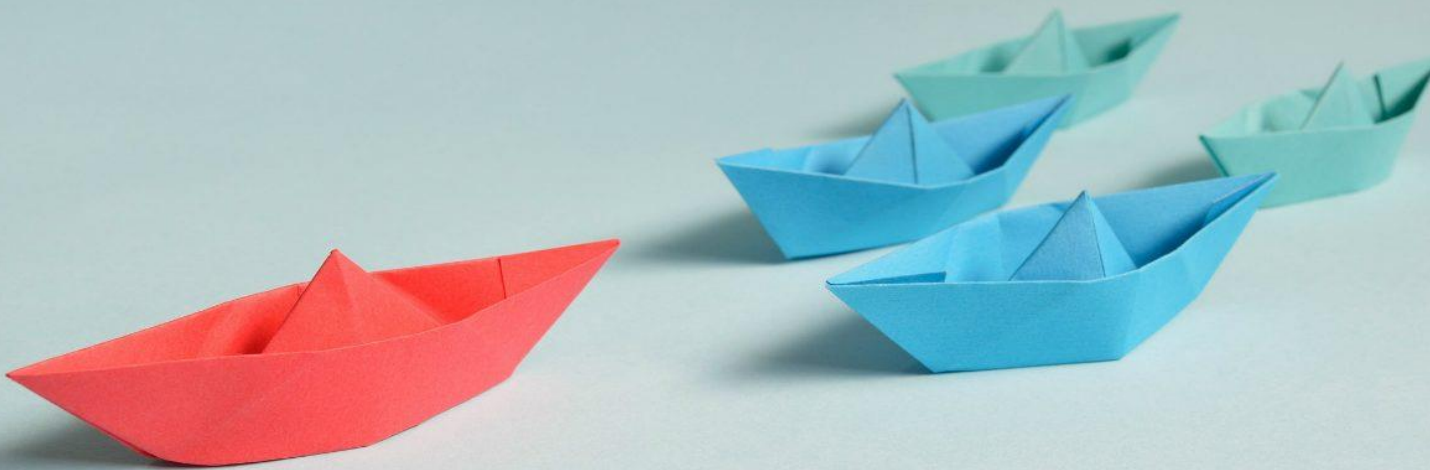


Turning young managers into vibrant leaders

A people management revolution led from the bottom of the organisation



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The Background

The client was part of a \$ 1 Billion auto component manufacturer with 5 business units and 13 plants spread across the country and a revenue CAGR in excess of 20%. Talentonic was engaged over a 3 year period to assist in the transformation of the business from a traditionally organised “production shop” to a more contemporary , professional , process and leadership led business. A large ambition, very competitive environment, demanding customer and a tight position on margins on account of pressure on labor and capital productivity. People management was a problem from all three standpoints. Policy (Large gaps) Style (Tradational) Outcomes (Not satisfactory)

Problem Statement

The problem first surfaced when we jointly reviewed the attrition data. Attrition was at a 29% annualized. 90% of the attrition was coming from the bottom of the pyramid. Mid management was weak, did not understand their role and had a very pronounced taskmaster role. Skills of planning, structured problem solving, performance and directional conversation, employee engagement, team management were missing. Problems were kicked up, towards inadequate policy answers. Managers regularly hung their hat out to demand urgent replacements from a tired recruitment machinery.

Senior management cerebrally understood the issue but this was not a priority for them.

Value Levers

The client partnered with **Talentonic HR Solutions** to assist in designing solutions. Should we wait for senior leadership to develop the skills and motivation and then do a traditional cascade? May be a long time before we get to the front line supervisor. We agreed on the following strategy.

- 1. Create a signature program.** Create a signature program with visibility for the participants , some celebration/ recognition and certification. Modularised content delivered over 9 months through workshops, e-

learning and webinars. Action learning projects identified and monitored. Appoint a leader who project manages the initiative and assists in creating a community.

- 2. Proactively engage the leadership at different levels.**

Provide surrogate learning to the senior leadership by exposing them to, and seeking their approval on, all content. Get the COO to champion the initiative and inaugurate/ close every program. Share the design of the program with the manager of the participants, and make them aware of their role in creating learning among the participants. Send the manager a copy of the action learning project and keep the manager informed of status updates.

- 3. Depend upon practical job related checklists & create a bias for action.**

Minimise theory and concept. Use work related checklists and simple examples . Use practical tasks as much as possible to facilitate learning. Focus on doing things and schedule short modules in line with work events. SMART Goals and feedback skills at year end/ beginning. Each module must leave the participant with a practical work related task to complete and send out.

- 4. A Simple relatable model.**

We used John Adair’s “Action Centered Leadership” model. Leadership can be learnt. All leadership actions can be clubbed into the Task bucket (setting standards, SMART Goals, Review & Decision making). Team bucket (trust, conflict, commitment) or Individual bucket (One to one, individual development and performance/ feedback skills). These can be learnt and practiced and learning tools created.



The Business Benefit

The program was well received across the organisation. There emerged the recognition of a need for a similar intervention with senior leadership. It also led to measurable benefits in terms of engagement and attrition.

1. 100 First Time Leaders (FTLs) trained over a period of 9 months
2. Implementation of action projects led to benefits in terms of costs, quality and customer engagement. Each action plan was carefully audited to certify the benefit.
3. A community of learners created with visibility and recognition in the organization.
4. Attrition of FTLs was less than 50% of attrition in the organization.
5. Soft skills and people management capabilities improved significantly and the attrition in the client organization reduced by 10 percentage points in one year from 29% to 19%

Enable your leaders to become action oriented



For any further questions, please contact deepakdhawan@talentonic.com