

The Organization:

SEW-EURODRIVE India Private Limited is the wholly owned subsidiary of a German multinational company which manufactures engineering goods related to power transmission, drive automation and motion control. The company has a turnover of 100 crore rupees with a staff strength of about 180.

Business Challenge:

With an economic growth rate more than 8%, India became an important market for SEW. Mr. J. Abraham, the current CEO of the company, joined the company in November, 2005 and faced two main challenges at this stage;

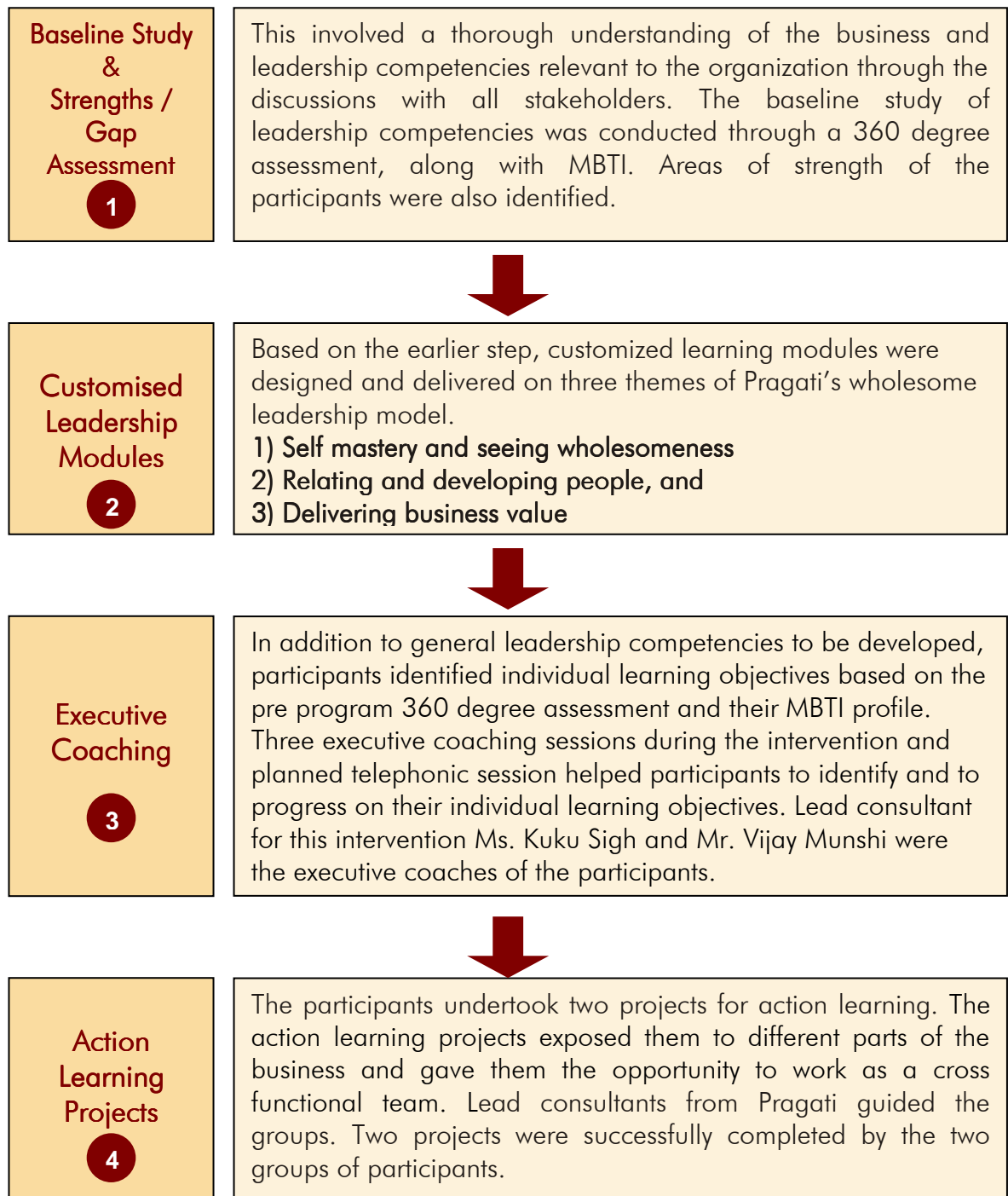
- a) To take the organization to the next orbit of business performance, and
- b) To build a cohesive senior team, on a foundation of high leadership acumen.

How Pragati helped meet these Need:

SEW approached Pragati in March, 2007 to partner it in Leadership Development of its core team. 'Pragati' implemented Wholesome Leadership Developmental Process™(WLDP). There were 15 participants ranging from 32 to 40 years of age, holding senior management positions in the company. Participants had experience ranging from 5 to 15 years in the industry or in their respective job functions.

Implementation of WLDP:

Pragati carried out its trademarked WLDP in over a period of 10 months at SEW and pictorially represented in following figure.



Wholesome Leadership Development Process™ followed at SEW

Impact of the Intervention:

The impact of WLDP was visible in the following ways:

1. **Enhancement in general leadership competencies:** General leadership competencies related to decision making, growth management, people development etc. were identified at the first stage of intervention. Participants were assessed in 360 degree format on these competencies. Average scores of all the participants on these competencies in the pre intervention stage was 3.52 which reached 3.92; a significant increase of 0.4 towards the end of the intervention. There had been 10 to 25% average improvement in each competency.
2. **Amazing and delightful esprit de corps** generated during the process which resulted in team cohesion. This created a positive ripple effect in the form of positive energy and learning in the whole organization. Enhanced team spirit was evident in successful completion of two action learning projects undertaken during the intervention by the two teams of the participants. The projects were a) Documenting the sales process and b) Conducting the employees' satisfaction survey.
3. **Progress of the participants towards realizing their individual learning objectives** was reflected through the testimonials of the participants and comments given by their seniors. A inspiring comment made by CEO about a participant who was a direct reportee to him was as follows:
"I am delighted with the engagement and commitment of (participant's name) unlike the past. I see (in him) a far greater feeling of belongingness and has changed his management style from directorial to participatory. Today I see a huge shift in his attitude from negativity to positivity".
4. **Enhanced ability of the participants to manage different aspects of life and work:** A comment of one of the participants is especially relevant in this regard, who wrote as a feedback that:
"WLDP has helped me in enhancing many skills, qualities, abilities towards becoming a good person – professionally and socially".

5. **Greater self-awareness:** WLDP enhanced the participants' self awareness about his or her strengths and perceived limitations. One participant said that he "rediscovered himself." Another participant said that the program and executive coaching "helped me get through the helplessness and anger, and empowered me to work from a space of joy and creativity"
6. **An expanded horizon of leadership:** The approach of wholesome leadership imparted through this intervention resulted in an expanded horizon of the meaning of leadership for the participants. A participant shared on this note that "Meeting my business targets and KRA's are not good enough". Another participant wrote as feedback that "I learned that my success as a leader is also about making others successful. Leadership has a new meaning to me now".
7. **Better appreciation for diversity of people and viewpoints:** Participants developed appreciation for each others world views. The comment of one of the participants is particularly relevant in this regard: "I can better understand the viewpoints of my team members and colleagues from other departments, and enable to communicate with them better".
8. **Focused action and continuous learning:** As mentioned above the WLDP revolved around consciously chosen learning objectives. Participants learned to take few (generally two) learning and development objectives at a time. They needed to take a time- bound and continuous learning approach to meet those objectives. One participant wrote as feedback that 'WLDP has initiated a never ending learning in my life'.

WLDP: Now an Integral Part of Leadership Development at SEW Eurodrive India

Acknowledging the positive impacts of the WLDP, SEW has initiated this process for its next rung of leaders who are direct reportees to the first WLDP participants. With a heightened level of positive energy and the wholehearted sponsorship of the top management team, the whole process is being rolled out for the next level of leaders with enthusiasm. The WLDP is now a key part of SEW's organization development strategy.