

### **Client Industry**

Manufacturing

### **Background**

This company is a joint venture between Tatas and British Petroleum (BP), headquartered in Bangalore. The company is a leader in the area of providing solar energy devices in India and abroad.

Pragati Leadership Institute (P) Ltd. (PLI) was engaged to develop a team of 20 (G-20) senior level managers in the area of Leadership over a period of one year.

After eight months of this successful intervention, Pragati was asked to develop the next line of leadership of 26 managers (G-26) in a similar leadership development programme.

### **Objectives of the two projects**

- ◆ To systematically groom the second and third line of leadership for higher leadership roles in the future.
- ◆ To ensure that participants apply their learnings on the job.

### **Participants Profile**

Second and Third line of Leadership. The participants were from diverse functions such as Sales, Finance, Design, Manufacturing & Projects.

## Design of the Intervention

### Step 1

**Kick-off Meeting:** - A kick-off meeting was held for the participants to give them an orientation to the WLDP and to answer any queries. It was also meant to familiarize them with the consultants of PLI.

### Step 2

**Baseline and Appreciative Study:** - The objective of this was two-fold:

- To assess the existing leadership competencies of the selected participants using tools like MBTI, LEQ etc.
- To understand the key business challenges faced by the organization and therefore the key leadership competencies relevant to the organization that needed to be developed.

### Step 3

**Modular workshops** – Five ‘two-day’ modules were conducted over a period of six months.

**Topics Covered through Leadership Modules:-**

- ◆ Leadership and Leadership competencies
- ◆ Inspiring Attitudes for Leadership
- ◆ Interpersonal Excellence
- ◆ Inspiring and Motivating others
- ◆ People Development
- ◆ Time and Stress Management
- ◆ Developing Teams
- ◆ Problem Solving and Decision Making

**Methodology for Training:** -Role plays, Questionnaires, Case Studies, Group Discussions, Lecturettes

**Action Plans:** - Each module ended with clear action plans for each participant who was reviewed in the next module.

## Step 4

**Stretch Projects:** - Action challenges were taken by the participants in teams and worked on between the last two modules. The purpose was to apply the learning from the WLDP to some live problems faced in the organization. Some examples of projects taken up by participants were: -

- ◆ Companywide awareness and effectiveness of ISO 9001 : 2000
- ◆ Email Etiquette
- ◆ Holding Effective Meetings
- ◆ Building Team Synergy

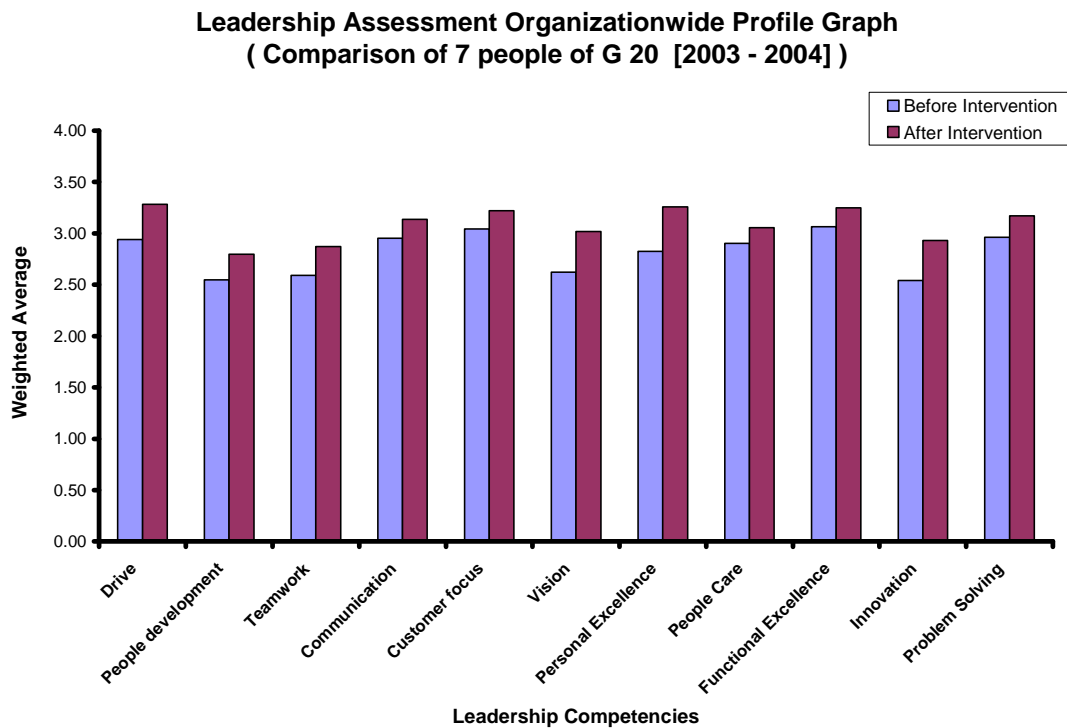
## Step 5

**Final Assessment and Review:** - The final assessment of both the assignments was done with the senior management of the company. Each participant was evaluated on the leadership competencies identified and the final data was compared with the baseline data. Significant improvement was found in both the groups. (See graphs)

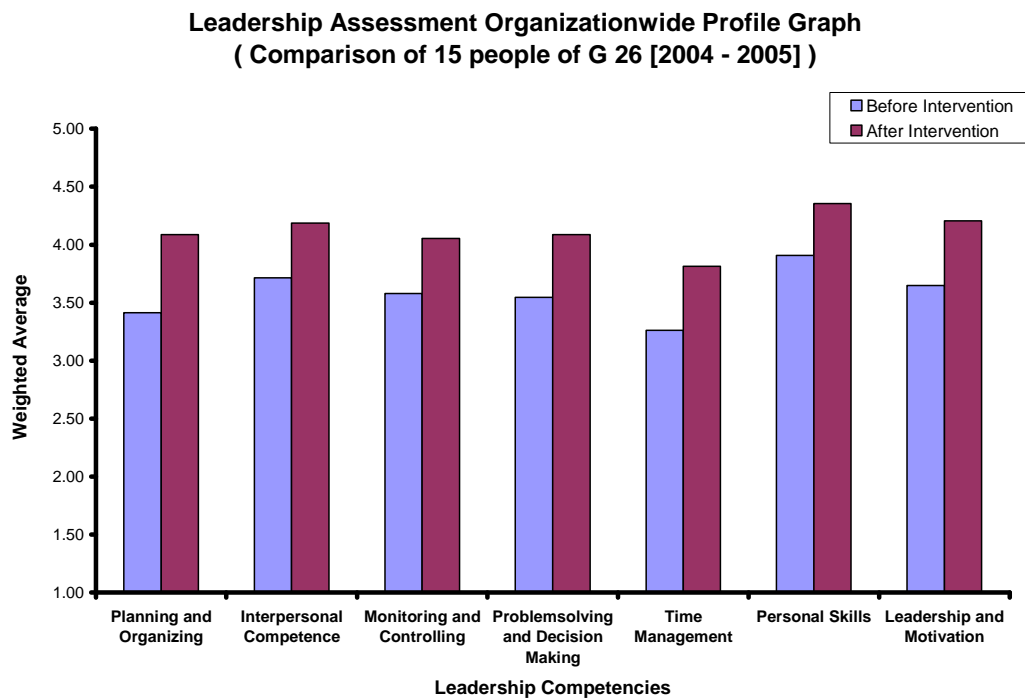
## Results/Impact

- ◆ The two groups decided to work as a single joint management team to take forward the existing and future activities of the company and provide full support to the senior team.
- ◆ Both the groups demonstrated significant improvement in their overall Leadership Skills as indicated in the graphs below:

## G – 20 Organizational Graph (7 people)



## G – 26 Organizational Graph (15 people)



Quotation of Mr. Arun Vora MD after attending the presentations of the participants and noting progress made by them ***"....This is the happiest day of my life!"***