

Client Industry

BPO

Background

This company is a leading BPO which specializes in graphic design. The company offers three categories of graphics services and their function is the same for each: format the graphics, photos and written copy submitted by their customers and produce digital, production-ready files. These files are then used for printing, posting to web sites, presentations, embroidery on apparel or screen-printing on ad specialty items.

Objective of the Leadership Development Programme

To develop the capacities of Middle Level Managers (HODs) in the following areas:

- ◆ Enhance confidence and presentation while dealing with foreign clients
- ◆ Enhance people management skills, and
- ◆ Improve processes and productivity

Participant Profile

18 HODs from different business processes with 5-10 years of experience.

Design of the Intervention

Step 1

Need assessment: – This was done through interviews with seniors and the participants. The purpose was to deeply understand the business and the exact needs of the participants.

Step 2

Individual assessment – Two instruments were used, followed by one-to-one dialogue with the participants. The two instruments used were:

- ◆ Leadership Effectiveness Questionnaire (Self and Senior)
- ◆ Myers Briggs Type Indicator (MBTI)

This helped participants to understand oneself at a deeper level and have clear areas of development to be addressed through the modular workshops.

Step 3

Modular workshops – Eleven ‘half-day’ modules were conducted fortnightly.

Topics covered – Leadership, Competencies required, Attitudes for excellence, Interpersonal excellence, Decision Making, Situational Leadership, Coaching, People Development, Team Management, Time Management, Stress Management.

Methodology for workshops – was based on experiential learning i.e. learning by doing. Ample use of role plays, video recording, group work, case-studies, practice exercises, discussions, etc was done. Action plans were made in each workshop which we reviewed in the subsequent workshop.

Step 4

Stretch Projects and Review – These were identified internally by the top team and were related to live organizational issues. Each project was handed over to a group of 2/3 managers. Each team worked on it for a period of 45 days. These were reviewed formally with the entire top team. All the projects were critically appraised. Almost 100% completion was achieved on all within the given time frame. Participants used the learnings of the Leadership Programme to complete these projects.

Results / Benefits

As acknowledged by the Management of the company

Direct Benefits:

1. Improvement in confidence, communication and presentation skills of the participants.
2. Willingness to accept higher responsibilities and co-operate with each other.
3. Motivation and enthusiasm of team members improved.
4. People Development was significantly enhanced.

Indirect Benefits:

1. Attrition levels came down since the HODs now started spending time with their teams in understanding them, coaching them and developing them.
2. Cross functional working was improved.
3. Individual productivity improved due to enhanced personal skills.

Quotation of Mr. R. V. Ramchandran Director ***“...I am very happy and satisfied with Pragati’s Intervention!”***