

**INDUSTRY**

Construction Materials Manufacturing

**SOLUTION CATEGORY**

To enhance the People Development competencies of Senior Managers, and equip them with the specific skills required to coach and develop their team members.

**PRAGATI LEADERSHIP'S CONTRIBUTION**

Pragati Leadership designed and delivered a customised intervention that would help the Managers imbibe the required, critical, People Development Skills

**PARTICIPANTS PROFILE**

Deputy Managers (Leadership Level 2)

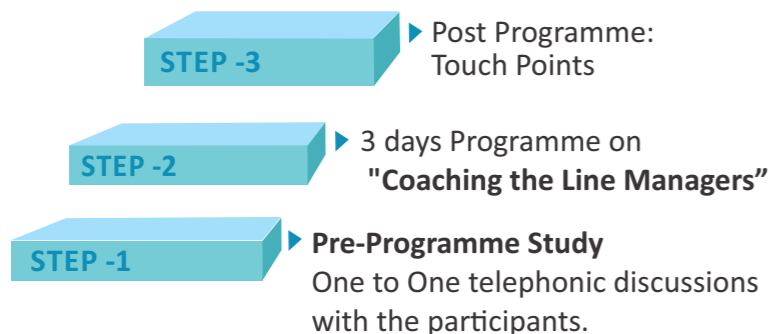
**BUSINESS NEED**

Post completion of one round of Talent Reviews, the following development needs were identified:  
**Leadership Essentials** - Transitioning from being "First Time Managers" to "Deputy Managers"  
**People Development** - Knowledge, Skills and Attitude



**DEVELOPING COACHING SKILLS**

**IMPLEMENTATION OF THE INTERVENTION**



**PARTICIPANT'S LEARNINGS**

- ▶ Application of one's own abilities to develop leaders into good coaches
- ▶ They gained Insight into potential areas of coaching for team members.
- ▶ Application of the coaching model
- ▶ Practice sessions on Coaching, helped a lot
- ▶ Confident while communicating
- ▶ Listening skills, greatly improved
- ▶ Greater awareness on the need for coaching and power of listening

**PARTICIPANT'S TESTIMONIALS**

"I used it in my personal life to help my son. He was facing an issue in cracking a complex entrance advance exam to be accepted into a prestigious institution. Following the various coaching techniques I learned, I was able to agree on a time line to implement the options listed during our discussion and a tracking mechanism.

Over all the experience with this intervention was really wonderful, and I am happy to be able to implement the learnings both personally and professionally."

After completion of my program, I have started coaching sessions with two of the reportees on the below mentioned competencies, which were selected by them :

- **Communication** – Speak in logical and organized manner
- **Leads for Performance** – Taking responsibility for achieving results

We concluded by summarizing action points and mutually deciding few of those actions for implementation and agreed with review action plan & time lines. In addition to the above, on advice from the Pragati Leadership facilitator, I have created a template for "Know Your People" (KYP) Concept to know my team members better (the KYP form consisted of questions about favorite food, place, game, hobbies, and family member details, children details, aim etc). The KYP received a great response from team members and helped me to know my team members beyond their official role.

In addition to the above, after attending the coaching session, I notice improvement in my personal competencies in the following areas:

- Quality in Questioning Skills and
- Active listening skills

**STEP -1**

The following aspects were discussed with the participants:  
 - How are their learning needs identified?  
 - How do they develop their team members?  
 - How do they track the progress of their team members?  
 - What are the challenges faced in developing the team?

**STEP -2**

**Coaching the Line Manager**

This was a 3 day intervention where the focus was to train the participants in Coaching Skills:  
 • Relevance and significance of Coaching for Managers.  
 • Identification of development needs of team members.  
 • Model of Coaching.  
 • Practice Coaching sessions.  
 Conclusion of the program with participants creating Action Plans for themselves.

**STEP -2**

**Post Programme: Touch Points**

There were 3 touch points once a month for 3 months. These focused on:  
 • Revisiting the Course  
 • Understanding the participant's Coaching journey  
 • Answering any questions / issues they had  
 • Live Coaching practice sessions

**IMPACT**

To know more, please log on to [www.pragatileadership.com](http://www.pragatileadership.com).

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