

Industry

Product Manufacturing

Solution Category:

To create a robust mid and senior level management team which is aligned with the organization's vision and motivated to not only achieve but to also exceed their target

Need

The client needed to identify the key competencies required to excel at the senior and mid management levels of leadership

They also had a need to identify the status of the participant's performance vis-à-vis their goals, and then create a road map and plan of action to fill the identified gaps in a span of 5-6 months

Pragati Leadership's Contribution

The "Manager Development Programme" (MDP) was proposed in order to build the Leadership skills at the Managerial and Senior Managerial level
The intervention was a balanced mix of Training and Executive Coaching Sessions

The Process Implemented



PREPARATION ACTIVITIES

Pre Program Study:

The purpose of the Pre-Program Study was to collect data for designing and customizing the intervention. It involved:
Conversations with members of the senior management team to understand the current scenario in the organization, as well as their personal challenges and dilemmas
Conversations with a few key stakeholders to understand their perspectives on the concerns and desired outcomes
Studying the business plans of the organization, its goals and structure, the forums and practices that currently exist for meetings/conversations/sharing, the other HR/OD practices in the organization etc.

Assessments:

Two assessment tools were employed:
(i) The Myers Briggs Type Indicator (MBTI)
(ii) 360 Degrees Leadership Assessment. The 360 Degrees questionnaire was based on the competencies provided by the client

Learning Objectives:

One to one sessions were held with each participant based on their MBTI report and the 360 Degrees Leadership Assessment Report to outline their learning objectives
Two Learning Objectives were arrived at for each participant.

CUSTOMIZED LEARNING MODULES:

The themes for the 4 Learning Modules were derived from a combination of the findings from the Preparation activities, and the participants' Learning Objectives. The themes identified were:

Self Mastery

Module 1:
The first learning module laid the foundation for the program. It aimed at building the participants' skills and attitudes for Self Mastery. Focused on helping them understand the Basics of Leadership and the Leadership Value Chain. One of the most important and crucial attributes of Leadership i.e. taking accountability was also explored with them.
In the Visioning exercise the participants made Vision statements for themselves as well as the Organization. Skills required for one to be emotionally intelligent, and responding to people/situations instead of reacting, were shared with them.

Inspiring Communication

Module 2:
The second learning module began with understanding the basics of communication and how to maximize one's impact while communicating.
The role of assertiveness to be an effective leader was shared with them.
Active listening as a crucial and essential part of impactful communication was shared with them.

Developing People for Excellence

Module 3:
The third learning module aimed at helping the participants understand the importance of People Development. The different aspects of leadership and flexing one's style according to the need/situation were explained to them.
Feed forward as an important aspect of coaching was shared with participants. They were taken through live coaching sessions and were given feedback on what they did well and what needed to be improved upon were shared with them.

Enjoying Challenges Together

Module 4:
The fourth learning module aimed at helping the participants understand the key qualities of a Super Team and also learn the process of building a High Performance Team.
Ample time was spent on looking at and resolving Live Team issues for the participants' teams.

The modules ended with the participants making Action Plans for themselves.

EXECUTIVE COACHING SESSIONS:

The Coaching sessions targeted at working on the Learning Objectives of the participants. They were also coached on their thinking levels so that they could come up with ideas and solutions on their own instead of being dependent on the coach.

IMPACT:

THREE POST PROGRAMME REVIEWS WERE CONDUCTED:

One of them said,
"She is ably communicating & providing leadership to her team. She is lot more calm & doesn't take things personally or emotionally"

Another senior said,
"The training is helping him in looking at things from a different perspective which is helping him analyze things better. Plus this training has brought him closer to many other Managers, with whom he had very limited interaction."

Yet another senior said,
"More focused and assertive communication to the team highlighting the critical areas to pay attention to"

REVIEW:

A final one day review was held at the end of the Intervention. The participants had to present the Key Learnings from the entire intervention. The review ended with the Certification ceremony where each of the participants was conferred with a certificate.

To know more, please log on to www.pragatileadership.com.

Mail us at: myneed@pragatileadership.com

Call us at: +91 9049000534, 020 66462900

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