

CASESTUDY

ORGANIZATIONAL ALIGNMENT TO A SINGULAR VISION, MISSION AND VALUES

INDUSTRY:

IT

SOLUTION CATEGORY:

Intervention to align and integrate an organization along with its various Business Units towards a singular vision, mission and values statement, leading to a unified culture.

BUSINESS NEED

Since the organisation consists of various Business Units, the challenges faced were:

- Evolution of a shared Vision and Mission for the company by the Leadership team
- Reinforcement of the Brand Promise
- Simplification, Integration and Internalisation of the Values of the company
- Senior leaders being the role models to promote the Values and Culture of the company

In addition to the above, the company also faced the following challenges:

At the entry level:

- There was More focus on Fun events, rather than serious developmental interventions
- There was high attrition at the entry level
- There was a lack of innovation in the organization
- Shifting focus to the junior level to the junior level since most of the initiatives were for the middle level leaders in the organization
- "Intervention Fatigue" was being experienced in the organization
- The junior and senior level leaders were to be energized and engaged
- Providing the employees with an understanding of the goals and strategy of the Company

STEP 1: PRE-PROGRAMME STUDY

The pre-programme study consisted of a deep dive study to identify the interventions that would be best suited to the needs of the organisation as a whole.

The study looked at the following areas:

- Alignment of the organization towards the business goals and strategy;
- Appreciative Inquiry about life giving forces in the organization
- Identification of areas of concern in alignment with the current values and culture
- Identification of the Business Challenges and the related people development priorities of the various BU's;
- Studying the ongoing HR/L&OD Interventions to gauge their efficacy
- Studying the strategic business plan of the company

Based on the above, a report was presented to the Leadership team with the findings of the Study as well as Inferences and Recommendations.

STEP 4: CREATION OF THE L & OD STRATEGY

The Pre-programme study also revealed the need for the Creation of the L&OD Strategy for the entire company as a whole.

The following **Learning themes** were identified for the three levels in the Company:

- **Collaboration and Integration**
- **Execution and Capacity Building**
- **Renewal and Growth**
- **Leadership and Management Development**

IMPACT:

Key learnings for the employees were:

- Better insight into the organization
- Positive alignment with the organizational vision and mission
- Deep understanding of the new value frame work.
- Integration, collaboration and strategy were worked upon in conjunction as one team
- Communication of the vision, mission, goals, strategy & values helped the employees in being able to envision the future of the organization

STEP 2: LEADERSHIP OFFSITE PROGRAMME

Leadership Offsite Programme

A 1 ½ days Leadership Offsite Programme was facilitated for the Top Leadership Team.

The objective of the Programme was:

- Re-examine and articulate the Vision , Mission and Values for the Company;
- Define and own the role of leaders in living the values and shaping the culture of the Company
- Identify the key areas of importance for the Leadership Team in light of the strategic vision

IMPACT:

- The new Vision, Mission, Values, Goals and Strategy for the Company was evolved
- New Organizational DNA was created post the workshop

STEP 3: TRAIN THE TRAINER (TTT) WORKSHOP

To cascade the Vision, Mission, Values, Goals and Strategy (VMVGS) within the Company.

- A one day Train the Trainer (TTT) workshop was held for a few select Trainers
- This was a very intense session as this was for the first time that the new VMVGS was shared
- The trained trainers in turn (along with the BU Heads) undertook workshops across the business verticals and locations to help each employee understand the direction, goals and culture of the Organization
- Along with the TTT, a detailed 2 phased Communication Plan and strategy to be implemented was created

IMPACT:



- The new VMVGS was cascaded throughout the Company by the trained trainers. Around 7000 employees were covered through this initiative.
- The feedback for the Cascade workshops was very positive and encouraging. **The feedback on the sessions was 9.6 on a scale of 1 to 10.**

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