

CASE STUDY

Wholesome Leadership Development Program

Industry

Manufacturing

Business Need

The client designed a framework for intervention called 'LEAD' for their high-potential employees to provide them career growth opportunities besides developing them as future leaders.

Solution Category

To develop high-potential middle managers as competent future leaders of the organization.

Pragati Leadership Contribution

Pragati Leadership was invited to partner with the company to implement this 'Wholesome Leadership Development Program'. The intervention was a mix of training and executive coaching sessions.

Implementation of Process

- Step 1** **Kick-off meeting**
A kick-off meeting was held to share an in-depth understanding of the intervention and finalize the entire process, that involved considering the expectations of the participants and their managers.
- Step 2** **Pre intervention study**
The Pre-program study involved conversations with:
 - the top leadership team to understand the current scenario and future growth plans of the company
 - the key stakeholders (HR and L&D) to get their perspectives on the concerns and desired outcomes
 - the participants and juniors to understand their viewpoints through focused group discussion
- Step 3** **Assessments**
Two Instruments were used: **Predictive Index (PI)** and the **360 Degrees Leadership Assessment**. The 360 Degrees questionnaire was based on the output from the pre-programme study.
- Step 4** **Setting learning objectives and debrief**
 - One-on-one sessions were held with the participants to debrief on their Predictive Index (PI) profiles and the 360 Degrees Leadership Assessment Report.
 - Two Learning Objectives were arrived at, for each participant, with the consensus from their managers.

Step 5 Based on the pre-intervention study and the learning objective, 4 learning modules were identified

Module 1

Self-Mastery

The 1st Learning Module laid the foundation for the Program

- Understanding leadership and the leadership value chain
- Critical competencies required to transition from a manager to a leader
- Taking responsibility and accountability for their actions and results and building trust
- Skills required for being emotionally intelligent and responding appropriately to situations
- Aspects of Possibility Thinking and building a solution focused mindset

Module 2

Building Effective Relationships

- Understanding the basics of building effective relationships and the impact they have on the organization
- Importance of active listening
- Tools and skills of effective conflict management
- The role of assertiveness in being an effective leader
- Non-violent communication as an effective means for conducting difficult conversations

Module 3

Developing People for Excellence

- Different aspects of leadership and how to flex one's style according to the situation
- Develop coaching skills to encourage juniors to achieve their goals and targets
- Feed forward as an important aspect of giving feedback
- Model of coaching as an important tool for people development
- Skills for conducting an effective Performance Review discussion

Module 4

Strategic Thinking and Decision Making

- Gain clarity about tactical and strategic thinking
- Develop a strategic mindset
- Tools on how to make decisions in choosing strategic alternatives

Step 6

Executive Coaching Session

Participants were coached on deepening their thinking levels so that they could ideate and provide solutions instead of being dependent on an external source.

Step 7

Assessment of Impact

To measure the impact of the intervention the 360 was re-administered to assess the development of the participants.

Step 8

Review

The intervention was concluded with a review session. The participants presented the key learnings and takeaways from the intervention.

Testimonials

Manager - Learning & Development shared feedback on the behavioral impact of the participants

"The leadership development program was one of the most important interventions. The journey started with our interaction with the Pragati Leadership team, who mapped our expectations and presented how the whole process will be driven."

The most important aspect was the self-mastery module where participants have implemented the takeaways. Some of the participants proactively shared their learning with their teams. The intervention has helped us to retain one employee who was on the verge of leaving the organization. As an HR this was something very important as we could see a change happening."

Building the relationship was another most important aspect. Post Intervention we received feedback from the management that now they see more bonding in the team, they are proactive and interacting frequently, the gaps are eliminated and now they trust each other. This is definitely helping the business to achieve things in the shortest span of time with lesser conflict."

Participant's feedback

"The self-mastery module gave a new vision to my life and I started working for excellence and not results. Earlier I was an introvert, now I have started opening and communicating with people. This has helped me in finding solutions quickly. I am open to new opportunities. I have started working on self accountability and focusing on "I factors instead of they factors". I am clear about my professional and personal goals for the first time in 17 years. I have started delegating with coaching now. Before I would only delegate, now I discuss with my team and then delegate. I have started giving more ownership to the team and the results have been positive."

"My learning has been focusing on what I can do - have a solution focused mindset and focus on solutions when there is a problem. Listening to my team has helped them to come up with solutions themselves. It provides them time to think when they are explaining and then arriving at the solutions immediately. Earlier the perception was that ours was just another department, but now have been successfully able to position my function as a key function in the organizational structure."

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

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