

CASE STUDY: INCREASING TOP TEAM EFFECTIVENESS FOR REALIZING ORGANIZATION STRATEGY

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In Essence

THE CHALLENGE

To ensure that the leadership team is ready to face the challenges of the future; to align the leaders with the organization's strategic objectives, and to identify and develop behaviors that will lead towards achieving these objectives.

THE SOLUTION

Using a scientifically validated framework, Salto Dee Fe designed a customized solution by mapping the desired behaviors of the leadership team of our client to findings from a notable psychometric instrument, prepared and implemented a development plan to bridge the behavior gaps identified in the Leadership team.

THE OUTCOMES

Salto Dee Fe was able to identify the behaviors that were critical for the success of leaders and for achieving the strategic goals, and was also able to identify the behavior gaps between as-is and to-be. Salto Dee Fe designed and delivered customized workshops and assisted the leaders with Individual Development plans.

“Making the Leadership team Future ready”

This case discusses how SDF identified behavior gaps in the senior leadership team of a client and enabled them to become future ready by bridging the gaps

APPROACH

01 Understanding the Organizational Context

02 Identify the required Behaviors

03 Identify Behavioural gaps using Hogan Assessment

04 Impart and Reinforce Learnings

THE CHALLENGE:

Our Client - A prominent player in Indian General Insurance Industry, based on a public-private partnership, is among the leading players in the Indian General Insurance industry.

The client expected their leadership team to be future ready, and better equipped for executing the strategy for the next 3-5 years. Further, they were looking at increasing the alignment of the leaders to the organization's strategic objectives.

One of the key challenges was to identify the behaviors expected from the leadership team and a path to bridge the behavior gaps. It was essential for creating a common set of leadership behaviors across the organisation. It was also critical that the audience should be able to retain and apply the learnings within the organizational context.

THE DISCOVERY PHASE:

The first step by Salto Dee Fe was to understand the requirements of the client in a deeply and accurately.

Salto Dee Fe started a dialogue with the key leaders in the organization with an aim to understand the important behaviors that are required to execute their business strategy. The dialogue included in-depth one-on-one interviews with individual leaders, and focused group discussions with the top leadership. Salto Dee Fe discussed with the Managing Director of the organization about his expectation from the leadership team, and what he saw a successful organisation as, in the next few years.

Using a 5-pronged approach, Salto Dee Fe identified the required behaviors for the client: Scientific Research (Harvard's Leadership Development Framework); Best practices in the BFSI sector, inputs from the company's Managing Director; inputs from a reliable psychometric tool (Hogan Assessment), and interactions with the leadership team.

Identified Behaviors:

- Collaboration
- People Leadership
- Strategic Execution
- Leading Change
- Innovation and Digital Mindset

THE SOLUTION:

The first step for creating a solution was identifying the key behaviors. These behaviors, in the Salto Dee Fe point of view, would be critical for success of the organizational strategy, and critical for success to a leader within the organisation. To identify these, intense discussions were held with the MD of the organisation. Post this, a focused group discussion with the top leadership was conducted. The information collected during these discussions- in the form of text- was analysed using thematic analysis to discover emerging themes. Similar behaviors and actions were condensed to come up with 5 overarching themes- behaviors- that were correlated with behaviors required towards the organisational strategy, behaviors recommended by Harvard and behaviors espoused in the BFSI sector.

Once the goal behaviors were identified, Salto Dee Fe conducted a psychometric assessment for the Leaders to assess where they currently are with respect to these identified behaviors.

Salto Dee Fe utilized Hogan Assessment and individual reports were generated for each participant on the scales identified by Hogan. These multiple scales were then mapped with the identified behaviors. In other words, each identified behavior was detailed with a descriptor and the individual and team reports were analyzed to understand the underlying values and personality traits that could strengthen, or hamper, the manifestation of these behaviors. Essentially, Salto Dee Fe wanted to identify avenues of learning and development in each individual, to ensure the leaders could display the behaviors more effectively. This led to gap identification for each individual, as well as for the entire leadership team which was then discussed with the individual leaders as well as in groups.

Hogan is one of the most reliable and widely accepted assessment tools for personality development. It has been used by various organizations for over 28 years, for more than 3.5 million working adults

The Hogan Assessment provides 3 Inventories for analyzing the behavior of an individual:

HPI – Hogan Personality Inventory

HDS – Hogan Development Survey

MVPI – Motives, Values and Preferences Inventory

The report provided individual scores of parameters under these three inventories. These scores were used to identify the linkage between various parameters and the client's identified leadership behaviors. Post this, SDF conducted One-on-One interactions with the leaders to explain the outcomes of the report and designed development plans for each individual.

KNOWLEDGE

SKILLING

APPLICATION

Pre-Work

Module

Post -Work

Post identification of the required behaviors and gap analyses, Salto Dee Fe created a Capability Development journey, which included Development plans for Individuals and a Team Development plan. The individual learning plans were executed by the L&D team of our client with Salto Dee Fe facilitating the learnings, whereas the team development workshops were designed and delivered by Salto Dee Fe.

To ensure the retention and application of Learnings, a 3-step program was designed giving the audience time to absorb, retain and apply the concepts in training.

A Learning Management System (LMS) was used to facilitate the leaders with easy access to all learning material. This provided the leaders with 24x7 access to all the case studies, modules and presentations.

Pre Work: Pre-reads including case studies and articles from Harvard Business Review and Marc Effron were shared with the audience. For ensuring maximum transfer of knowledge and individualization of learning, webinars were conducted by subject matter experts. The intent of these webinars was to provide the participants with a briefing on the topic and align their expectations before the workshop.

Classroom training programs were conducted by subject matter experts. Salto Dee Fe used simulation-based exercises, role plays and experiential learning in the classroom. Post the completion of each workshop, an Action Learning Plan (ALP) was shared with the participants, to enable application of the learnings.

15 to 30 days post each workshop, a check-in was conducted to ensure application of learnings, where the ALP was reviewed.

This was done through another webinar that was conducted to review the transfer of learnings as applied to their respective roles. This also formed a platform for the individual leaders to share their experience.

Each module was conducted over a span of 1 month in order to give the audience sufficient time to absorb the learnings and to apply them in the real life context.

THE OUTCOMES:

- Salto Dee Fe was able to identify the key leadership behaviors to be displayed by the leadership, critical to the success of the organisation's strategy.
- Individualised reports and gap analysis for the leaders vis-à-vis behavior display
- Better alignment within the leadership team towards the organizational strategy and leadership behaviors
- Design and delivery of workshops aimed at enabling a uniform view- and application- of the key identified behaviours across the organisation



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Visit our website to know more about the work we do.....



Our 4 Practices

TALENT MANAGEMENT



SDF in partnership with The Talent Strategy Group (Founded by #1 HR bestseller titled "One Page Talent Management", Marc Effron) brings cutting edge talent solutions that simplify processes to remove complexity, enforce accountability and drive transparency,

Typical Assignments Undertaken – Assessment Centres | 'Certified Talent Manager' Programs | Performance Management System Design & Implementation | Competency Mapping | Compensation Benchmarking | 360 Degree Feedback | Talent Review etc.

ORG. TRANSFORMATION



SDF seamlessly supports the critical stages of business transformation for our clients by focusing on transforming mind-sets of employees. We work with below the surface linkages of transformation – Values, Traits, Motives and Beliefs, to speed up the transformation journeys.

Typical Assignments Undertaken – Co-create Vision, Mission & Core Values | Org. Restructuring | Design & Implement service excellence journey | BSC | Align Business & Sales Strategy Design | Communication for Organizational Transformation | Level & Job Equivalence | Organization Benchmarking & Cost Rationalization | HR Policies & Process Design | Incentive & Recognition | Comp. Restructuring etc.

LEADERSHIP DEVT.



SDF brings over eight decades of experience & expertise in skilling the executives to become effective business leaders. Our facilitator has experience of working as a moderator with HBP, Coaching with DDI. All programs are followed by a follow up using award winning methodology for transfer of learning.

Typical Assignments Undertaken – 'Engaging People & Building Talent' workshop | 'Strategy Articulation & Leadership Alignment' Workshop | Leadership Skills Training | Talent Management Certification | Executive Coaching | HR Business Leader Certification

PEOPLE DECISIONS



SDF helps firms make Great People Decisions with the objective of directly impacting their growth and align firm's Talent Acquisition goals with Business Objectives by driving a shift from a tactical, reactive process to a strategic program.

Typical Assignments Undertaken – Executive Search | Recruitment Process & Assessment | Interview Skills Workshop | Success Profile

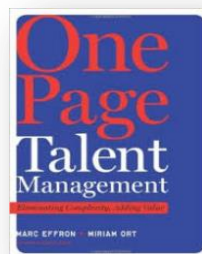
Proprietary Research based tool to Improve Talent Retention at Frontline



Program to prepare HR members for the new World



Fast and Futuristic 360 Degree Feedback Tool



Focussed on top team effectiveness & Collaboration



Building blocks for creating a high performing Organization



Mobile App to make Feedback fun and easy

