



Leadership Alignment Impacting Business Performance

In Essence

THE CHALLENGE

Increasing pressures for improving business performance coupled with complex and turbulent environment, organization is forced to look at ways they can build capabilities in their adaption of digitization as a whole that are aligned to CEO's vision for development & growth

THE SOLUTION

Implementing a determined organizational transformation program embedded with alignment workshops keenly focusing towards actions to drive successful achievement of digitization goals.

THE IMPACT

Success of the intervention led to significant improvement in business performance. Transformed mindset now deeply embedded in the organizational culture enabling employees to be leaders for the change goals resulting in expected outcomes.

THE CHALLENGE

Our client – a leading financial institution in the Indian brokerage industry confronting stiff competition in the market and the changing customer expectations, looked at how it could best leverage its services through digitization to improve connectivity of workforce decisions with financial insights despite all odds. Changes in the regulatory environments, grant of licenses for banking services & ever changing technological advancements, brought focus to improvement in the business performance outcomes.

The key questions facing this firm was: how to build the right mindset, knowledge & skills in its top leaders, what kind of program design would be most effective in bringing out this transformation and how can we make the change stick for a long time in order to reap benefits. The desirable changes that were expected out of this intervention were:

- To focus on customer experience and align digitization agenda among the key stakeholders
- To facilitate smooth transition to digital channels and ensure seamless experience
- To achieve & sustain a tangible improvement in team collaboration towards digitization & thereby ensuring productivity

THE DISCOVERY PHASE

The first step was to run deep, independent and objective diagnostics in the organization to identify the behaviors and skills required for set compelling goals.

The diagnostics in this phase explored various levels, processes & involved field visits in each and every department of the organization. In-depth one on one interviews with the key stakeholders revealed that current managers had requisite knowledge about organization goals, but they lacked adequate skills & the right mindset for driving the change. This hindered their ability to build the right set of capabilities in the teams they manage.

Managers spent more time in redesigning their capabilities without leading their teams to work in collaboration for delivering smoother transition of digitization goal process. Training alone was not the solution since sustained application & ongoing practice of going digital collectively was what was most needed. Prior training interventions done internally had failed to meet the expectations of CEO towards digital future.

At SDF we believe that our inherent mindsets are responsible for the level of our performance. There are self-imposed constraints that arise from fear, self-doubt, lapses in focus & limiting assumptions.

Addressing these self-imposed constraints through a comprehensive training intervention would help individuals go through a process of **“start with why”**, self-reflection and challenging ones limiting assumptions thereby bridging the gap in expertise, performance or proficiency. SDF therefore designed **“Reengineering for Growth”**- a robust 2-day alignment workshop.

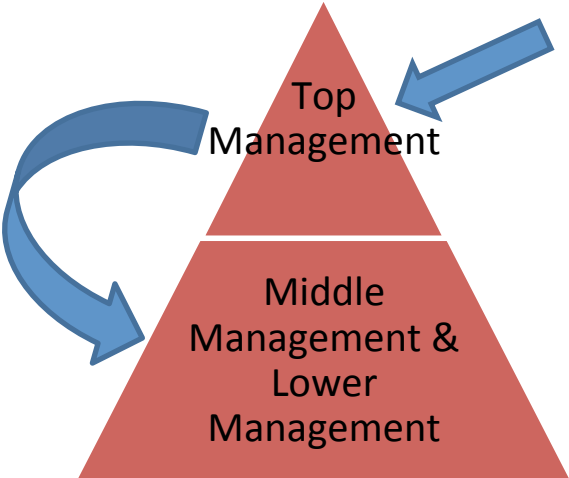
THE SOLUTION

The client had earlier on put in several leadership interventions to test, either in the form of on field training sessions or internal team meetings but all led to diminishing returns over time thus making these standalone interventions ineffective. They therefore sought external support to make the desired change stick for long & making the change sustainable by bringing in a fundamental shift in the way things were done.

“Reengineering for Growth” – A 2-day intensive intervention was designed to overcome these shortfalls by making the engagement more personalized where by CEO goals were learnt, analyzed, improvised, practiced & applied over and over again in the live work environment thus aligning individual goals with organizational ones.

The 2-day workshop was aimed at top management of the organization who could play a key role in inspiring the middle-managers and lower management for working towards a common goal.

Simon Sinek in the book “Starting with why” mentions that people will believe in why you do it rather than what you do. So, it is important for the top management to realize the necessity for digitization and why the organization/CEO is planning to implement it.



The workshop included story telling about the digitization and digital transformation undergone by leading companies in the sector, how they could achieve the targets by better integration of digital tools into their daily life. Then CEO shared his views on going digital, what it means to internal and external stakeholders, where he sees the company in 5 or 10 years from now and why digitization is a must to stay alive in this highly competitive sector.

Goal Sharing:

The following smart goal questionnaire was circulated among the participants to understand the views of managers from different departments.

The responses to the questions helped in assessing the current mindsets of the top-level managers and shortcomings necessary for the successful implementation and progress of digitization. Also, this assignment helped in aligning the common goals and understand the different practices followed to achieve a larger organization goal.

S.M.A.R.T. Goal Questionnaire

Goal: _____

1. **Specific.** What will the goal accomplish? How and why will it be accomplished?

2. **Measurable.** How will you measure whether or not the goal has been reached (list at least two indicators)?

3. **Achievable.** Is it possible? Have others done it successfully? Do you have the necessary knowledge, skills, abilities, and resources to accomplish the goal? Will meeting the goal challenge you without defeating you?

4. **Results-focused.** What is the reason, purpose, or benefit of accomplishing the goal? What is the result (not activities leading up to the result) of the goal?

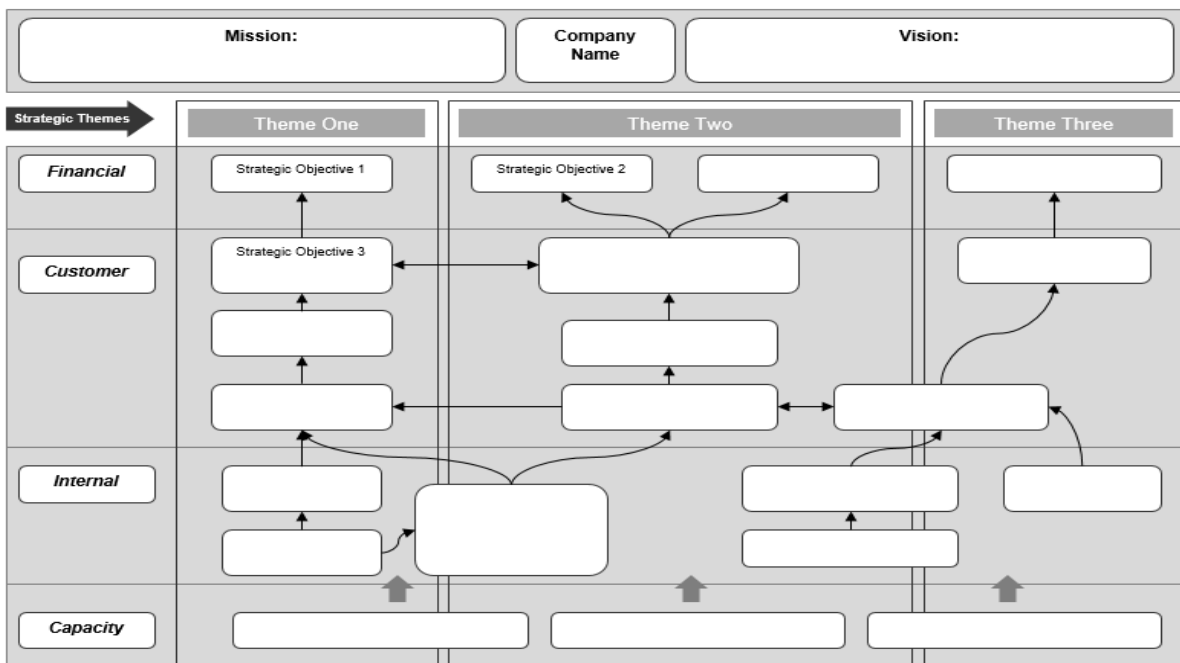
5. **Time-bound.** What is the established completion date and does that completion date create a practical sense of urgency?

Strategy map:

The other top-level executives shared their own ideas about digitization and questions were put forward to understand the behaviors that currently existed within departments.

Few of the questions put forward by the SDF during the workshop were:

- What is your understanding about digitization?
- How are you planning to implement the CEO’s vision? In phases or parallel execution?
- What are the key challenges you might be facing during implementation?
- What do you think are the possible outcomes?



The strategy map helped in connecting dots of execution and immediate short-term wins that need to be concentrated upon for achieving the long-term goals.

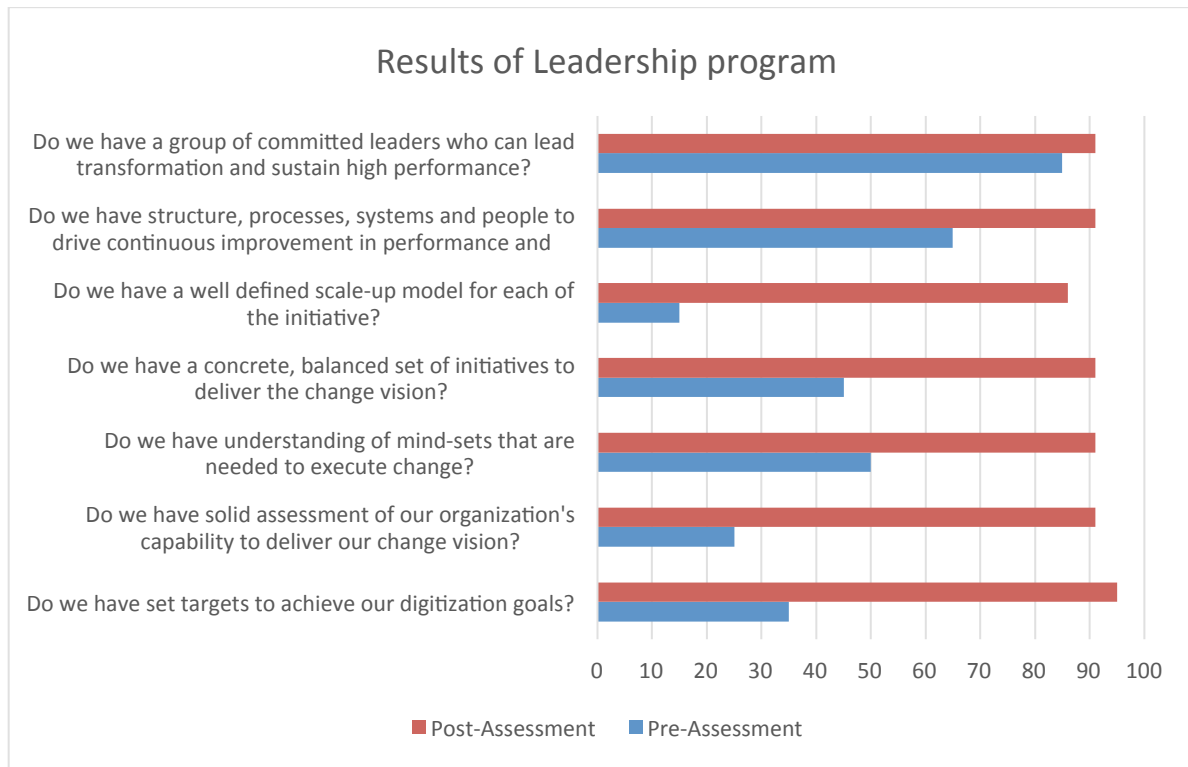
At the end of the session/program, there was a clear understanding and satisfaction among participants regarding the

IMPACT

Tangible shift towards demonstration of desirable behavioral patterns among the top management

Creating capacity with Top Leaders to successfully replicate this intervention with middle and junior management.

Crash adoption and implementation of all major changes in 90 days



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