



‘ASCEND’ BY SDF- OUR APPROACH FOR ALIGNING TEAMS DURING A LARGE-SCALE CHANGE

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In Essence

THE CHALLENGE

A change in top leadership led to fundamental and fast-paced changes in the system, structure, and strategy. It propelled the organization to seek an effective process to align leaders and their teams to move together in the same direction.

THE SOLUTION

A large-scale interactive process, an approach that involved senior management and top layers of middle management was implemented through large group workshops. The goal was to drive a real-time strategic change to counter dissonance with the changes, align everyone and build a roadmap to achieve organization objectives.

THE IMPACT

An effectively designed and successfully implemented intervention led to the alignment of goals and ushered a Total Organization mindset leading to an alignment of individual goals with the organizational goals. Leaders became more committed to collaboration in order to achieve common goals that best serve the organization.

“ENABLING LARGE SCALE INTERACTIVE CHANGE”

Case of an Indian Life Insurance Company

This case discusses how SDF enabled an organization to align with an overall strategy and provided a roadmap to accelerate the pace and effectiveness of change initiatives. A large scale interactive process helped in successfully reinforcing desired behaviors to create powerful synergy amongst leadership teams. The result was a concrete positive shift in the organization’s performance and productivity.

THE CHALLENGE

With a new COO, the Functional Unit of our client – a leading financial institution in the Indian life insurance industry was undergoing changes in the structure, leadership roles, cultural expectations and speed of delivery. The Functional strategy had been firmed up in collaboration with the leaders.

As a next step, the COO was keen to align the leadership team with the overall strategy and focus areas as well as link individual efforts to the larger functional goal to define how they work together.

The key questions facing this firm were: how to align with the common purpose and vision, taking accountability of contribution to the larger goal, identifying rules of engagement and behaviors that will enable success and how to help discover one’s own as well as others’ strengths so as to collaborate most effectively. It was imperative to make the change stick for a long time to reap the benefits. The desirable changes that were expected out of this intervention were:

- To align Leadership Team to Organization Objectives
- To create accountability and ownership to leverage individual and team strengths
- To develop a high-performance team

THE DISCOVERY PHASE

SDF began with a thorough, meticulous and objective diagnostics in the organization to identify distinctly the shift that was required to enable collaboration and alignment between individual contribution and unit’s goals.

To institutionalize a new strategy, key people who are interested in and affected by these changes must be engaged in deep and profound ways.

This step explored the existing mindsets and behaviors and also those needed to succeed. This was done through in-depth one-on-one interviews with the team leaders which revealed the key people-related challenges.

The Iceberg Model

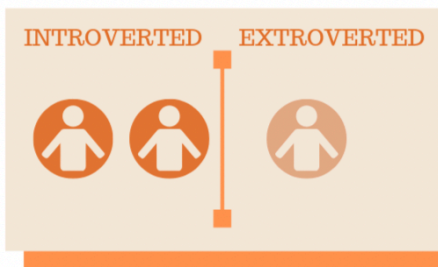


Mindsets have to be shifted and integrated for alignment of individual and organizational payoffs through enduring strategies

A culture of siloed way of working and lack of ownership inhibited a culture of a collective way of working as well as appreciating and leveraging each other's strengths and expertise.

There was a need to foster a sense of accountability, partnership and a compelling, widely understood, jointly owned vision for COO functions.

SDF, therefore, designed "**Ascend**"- an extensive 2-Day intervention to conquer these challenges.



TRAIT THEORY

THE SOLUTION

"**Ascend**"- a comprehensive intervention was devised to reinforce change efforts in form of large group sessions. Involving many people has the advantage of sharing insightful information, experience and expertise, thereby, providing impetus to the likelihood of success.

SDF designed a participative process that started with facilitating leaders to identify with each other and the organization through shared fears and concerns. The ground rules were established to infuse a committed and non-judgmental spirit of co-creation and positivity.

The overall approach was structured around the Golden Circle of '**What, How and Why?**'. Further, a gap analysis was done by evaluating the level of proficiency of these in the "As-Is" state.

*Start with WHY,
but know HOW*

*Know WHY.
Know HOW.*

Then WHAT?

The workshop had a participation of more than 60 senior level and middle level managers. A well-designed project outline consisting of objective setting, pre-work, workshop and post-work evaluation ensured a smooth and streamlined process. The solution was delivered by using a variety of experiential learning tools such as videos, live survey, group discussions, presentations and many individual as well as group activities. SDF's hard work and initiatives were met with great enthusiasm and active participation.

Large Scale Interactive Process
<ul style="list-style-type: none"> • Large/very large groups for having impactful conversation leading to transformational changes • Harnesses views of cross-sections of multiple stakeholders • Align them towards complex decision making • Real time – simultaneous planning and implementation • Strategic change- informed & participative process resulting in new ways of doing business

DVF Model of Change
<ul style="list-style-type: none"> • D * V * F > R • D – DISSATISFACTION with the present situation • V – VISION positive picture of what is possible in the future • F – FIRST STEP CHANGES people can take toward reaching the vision • R – RESISTANCE to change • Thus, for any successful change to take place, the product of D, V and F must be greater than the resistance to change R.

The Outcome
<ul style="list-style-type: none"> • Clear organisational objectives • Alignment of leadership team to organisational objectives • Collaborative leadership team • Accountability & ownership • Leveraging individual and team strengths

Laying the foundation

Understanding the ‘**Why**’ of what we are doing was essential to align the business unit with the new vision. We started with sharing insights and trends from the industry and drawing parallels from a disruption in other industries. Assessing the voice of the customer and voice of internal stakeholders brought in the stakeholder perspective.

The Journey

Then came the stage of determining ‘**What**’ the team hoped to achieve. This enabled the leaders to reflect and focus on ‘**The Big Rocks**’ and list roadblocks to success. This was a pivotal stage as one of its major outcomes was clarity on functional/individual contribution to the Unit’s objective.

Dynamics of the large group required better identification of Mindsets and Behaviors needed to succeed, therefore, an OPQ Assessment, based on ‘**the Trait Theory**’ was performed to analyze three dimensions-

- the relationship domain,
- the thinking domain,
- the feeling domain.

Science of goal setting

Higher Goals= Higher Motivation

Specific Goals= Higher Results

Too Many Goals= Less effort

“An issue is held together by the interaction of two opposing sets of forces those seeking to promote change (driving forces) and those attempting to maintain the status quo (restraining forces)”.

- Kurt Lewin

This helped the client in understanding how aspects of an individual’s behavioral style will affect his or her performance at work.

The crucial next step focused on the ‘**How**’ – the roadmap for the intended result. We began by mapping expectations to outline relationships between stakeholders to visualize interdependencies within the organization. It was indeed a fruitful step that defined rules of engagement between various stakeholders which is the foundation for building trust and collaboration. The journey culminated in self-discovery or better said- ‘discovering oneself through others.’

THE IMPACT

The client was able to experience the impact in multiple ways, starting with the alignment of ‘teams’ with a shared vision. There was a tangible positive shift towards the demonstration of desirable behaviors and mindset patterns at the workplace. Enhanced clarity on organizational strategy and collective goals led to a heightened sense of ownership and accountability. Lastly, positive mood, communication, and synergy at the workplace resulted in fostering a collaborative and symbiotic culture. Visit our website to know about the work we do...

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Rajan Kalia is the Co-Founder at Salto Dee Fe consulting and played a pivotal role in leading this intervention

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



Our practice lines.

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