

Skalent INDIA – Case Study

Organizational Development

ROOT CAUSE ANALYSIS



LEADERSHIP TRANSFORMATION FOR VISION AND GOAL ALIGNMENT

Introduction

Our client is a leading global manufacturer and supplier of specialty chemicals. For the past 40 years, they have supplied unique chemistries that maximize the productivity and efficiency of their customers' end formulations. These formulations, used in water treatment, detergent manufacturing, industrial cleaning, textile auxiliaries, reverse osmosis, thermal desalination and oil fields, reach millions of homes in 40+ countries, across The Americas, Europe, Middle East & Africa, CIS & Asia Pacific.

The Business Challenge

- Recognizing the critical role supervisors and managers play in shaping business strategies, fostering innovation, and building high-performing teams, the client organization identified the need for a Supervisory Development Workshop. This initiative aimed to cultivate a collaborative, communicative, and exemplary cadre of leaders who could drive organizational success and preserve its legacy.
- Supervisors and managers are pivotal in inspiring operational excellence and leveraging expertise to enhance business growth and sustain the company's reputation. However, recent assessments revealed a persistent communication gap between junior and senior management levels. This disconnect had a cascading effect, contributing to elevated attrition rates, with skilled and talented employees leaving the organization.
- To address these challenges, the Human Resource team took a proactive step to improve communication channels, enhance leadership capabilities, and reduce attrition by equipping supervisors with essential skills. The goal was to empower them to manage responsibilities effectively while supporting their professional growth.
- This initiative culminated in the client partnering with us to design and deliver a Supervisory Development Workshop. The workshop focused on key soft skills, including Time Management, Effective Presentation Skills, and Conflict Resolution Strategies. These areas were chosen to foster better communication, improve leadership effectiveness, and ensure long-term retention of top talent.
- By addressing these critical areas, the workshop aimed to build a resilient and future-ready leadership team, ensuring the organization's sustained growth and success.

Root Cause Analysis Solution



Root Cause Analysis

To identify the cause of the communication gap in the hierarchy and the reasons of talent attrition.



Leader Assessment

The cause of recurrent changes in the leadership team.



Cultural

Transformation

OD Intervention Design to drive transformation throughout.

Skalent's Strategic Collaboration

At Skalent, as experts in L&D rooted in learning theories and principles, we recognized the need for a robust Root Cause Analysis to address communication gaps and high attrition. Our investigation identified frequent leadership changes and shifting business strategies as core issues. This sparked an assessment of leadership styles, decision-making, and people management skills, revealing a cultural shift that necessitated decentralizing decision-making to empower leaders at all levels.

Our findings led to a tailored Organizational Development (OD) Intervention for Cultural Transformation, driven by the new CEO and supported by newly appointed decision-makers reporting directly to him. The intervention aimed to align the organization's vision, strategy, and market standing with its growth goals.

To ensure sustainable change, we positioned decision-makers as change leaders, encouraging belief in the transformation, active participation, and accountability for actions and outcomes. Review and consensus mechanisms were implemented, enabling these leaders to blend seamlessly with employees across levels and drive change effectively.

With stakeholder consensus, Skalent conducted the Cultural Transformation intervention, empowering the organization to build a resilient, collaborative, and growth-oriented culture in multiple phases -

Phase Details

Phase 1

- We assessed the organization's readiness to embrace cultural change, along with the stakeholders' clarity and preparedness to assume the role of 'change leaders.' This was achieved through -
 - Behavioral Event Interviews (BEIs) - Stakeholders and Decision Makers
 - Focus Group Discussions

Phase 2

- We analyzed the prevailing 'thought' trends within the organization and explored the organizational expectations using Organization Culture Surveys. These surveys were aimed at understanding current standing and future culture expectations of the workforce.

Phase 3

- We facilitated acceptance of the cultural change through a Large Group SWOT involving 50+ participants across L1, L2, and L3 levels.
- Additionally, we designed and delivered a TOWS matrix for stakeholders to
 - create strategic, tangible outcomes aligned with the actionable insights of the Organizational SWOT and
 - establish review and consensus mechanisms to support the new CEO's change implementation.

Phase 4

- We compiled and presented the analysis and delivery data using the Burke-Litwin (BL) Model, enabling sponsors to clearly understand the Transformational, Transactional, and Individual factors contributing to both short- and long-term growth.
- The report featured 12 bifurcations of the BL Model, providing a comprehensive framework that empowered the organization to make informed and timely decisions.

Outcomes

- Skalent's behavioral and learning-driven approach redefined the client's training plan, addressing core challenges and fostering transformation.
- The Organizational Development Intervention for Cultural Transformation achieved significant outcomes, empowering the organization to overcome key barriers, enhance cultural alignment, and establish a foundation for sustained growth through strategic insights and targeted leadership development.

Revision of Vision and Mission



A comprehensive revision of the organization's Vision and Mission, statements to better align with the renewed cultural direction, growth strategies, and sustainable ways of working.

Identification of Key Deliverables



Identification of short- and long-term deliverables in transformational, transactional and individual factors along with monitoring mechanisms to ensure immediate ROI and track progress effectively.

Enhanced Management Interaction

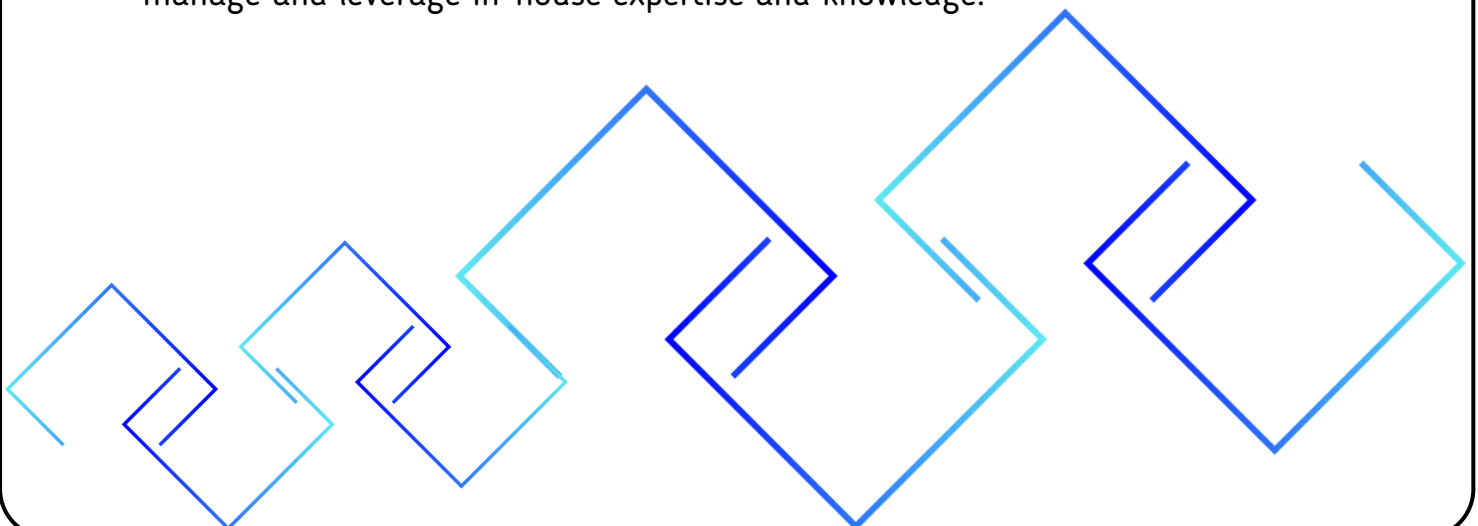


Increased interaction across different levels of management to foster collaboration and establish a more market-centric organizational approach.

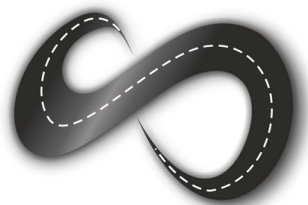
Leadership Knowledge and Awareness



Enhanced awareness and knowledge among organizational leaders to effectively manage and leverage in-house expertise and knowledge.



- At Skalent INDIA, we design transformative solutions that embed ownership and accountability into the core of your organization. By aligning people, processes, and strategies, we create environments where collaboration thrives, and every individual is empowered to contribute to shared goals.
- Our approach integrates talent insights, strategic alignment, and cultural transformation to ensure sustainable growth. From fostering inclusivity and adaptability to crafting purpose-driven frameworks, we enable organizations to navigate change with confidence while staying aligned with their vision.
- With a focus on seamless integration and long-term impact, we help businesses drive performance, embrace accountability, and foster a culture that inspires innovation and success. Together, we can architect a future where your organization not only adapts but leads with purpose.



SKALENT®

Road Maps of Success