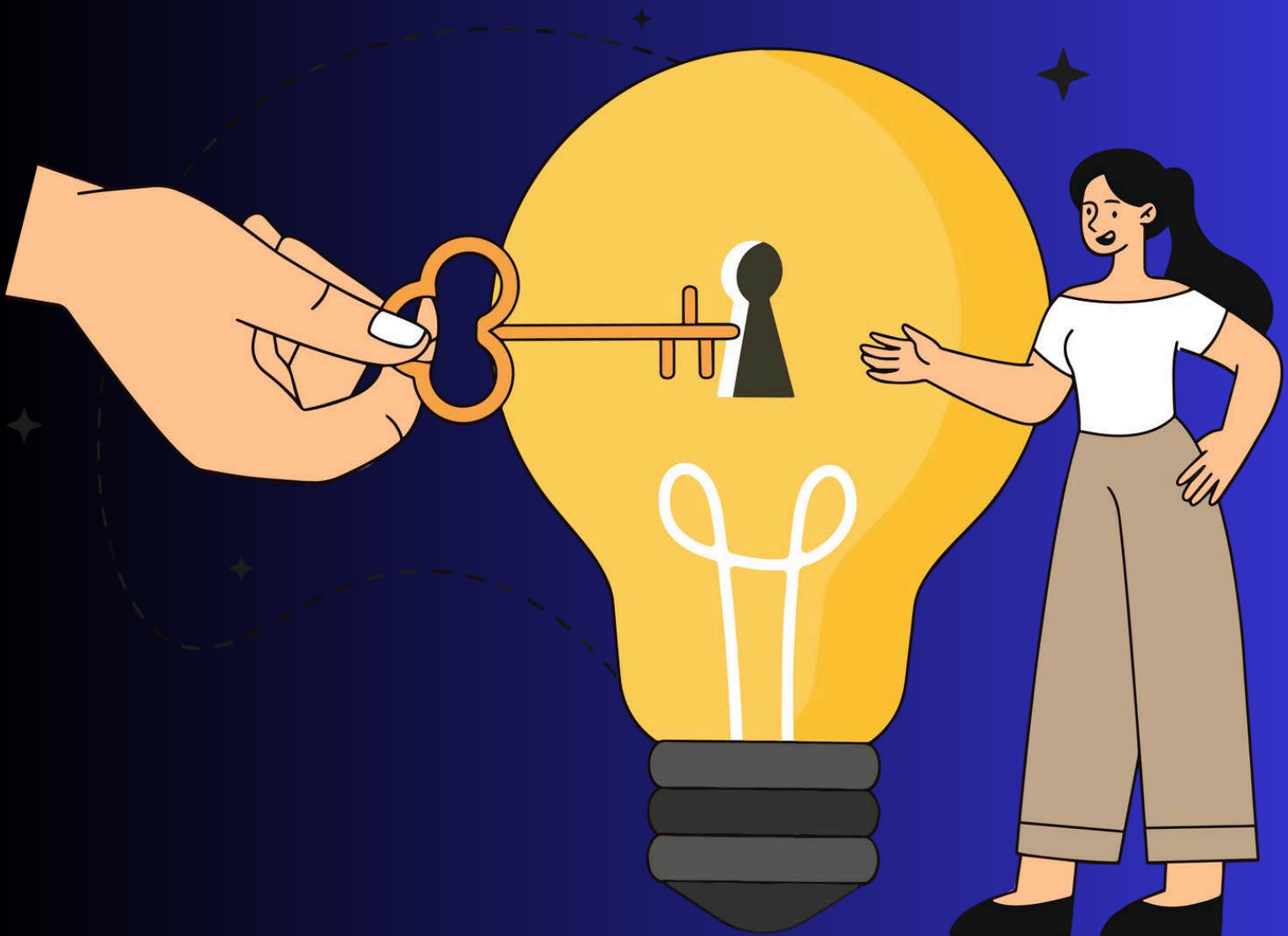


## Skalent INDIA - Case Study

# UNLEASHING POTENTIAL FOR TRANSFORMATIVE ACTION

## A Capability Development Journey



## The client

Our esteemed client is a **powerhouse of innovation and excellence in the auto ancillaries industry**. They stand tall as one of **India's largest and most dynamic** manufacturing and distribution groups, specialising in aluminium die castings for both automotive and non-automotive sectors. With an impressive **global workforce of over 50,000 employees spread across 50 group companies**, they are undisputed leaders in their field.

Along with growing their business, our client is passionately committed to **sustainable development**. They are dedicated to environmental conservation, staff upskilling, and smart practice implementation. Their vision extends to driving economic growth, enhancing education, improving healthcare, and fostering robust infrastructure. Plus, they actively contribute to social and cultural development, ensuring a brighter and evolved future for all.

## The Business Challenge

Keen focus on employee development, education and smart practice implementation, our client identified their next-gen employees (primarily new hires) as the anchors of their transformative vision. But with it comes the need for transformative action, which begins with knowledge and training at the very core of the organization—the manufacturing plants. Against this background, the Human Resource function of the client organization hired, onboarded and trained 23 young professionals – what they call, 'Graduate Engineering Trainees (GETs)' – in a Campus to Corporate programme that effectively delivered onboarding training. The GETs' demographic profiles comprised individuals in their early 20s, with a male-to-female ratio of 4:1. Most attendees were from villages in southern India and were primarily Junior Engineers and Diploma holders.

Subsequent to the experience of the Campus to Corporate programme and having analysed the distinct demographic profile of the GETs, the key stakeholders who regularly interacted with the new hires identified the need for a more practical, hands-on training. They believed that this application-oriented approach would help balance the GET's personal growth and professional development. The client was convinced of the criticality of this need because they believed that it is this profile of workers who, with the right balance of technical knowledge and behavioural skills, would add impetus to the organization's growth, in line with their transformative vision.

## Skalent's take

The GETs who successfully completed the Campus to Corporate programme needed a training that:

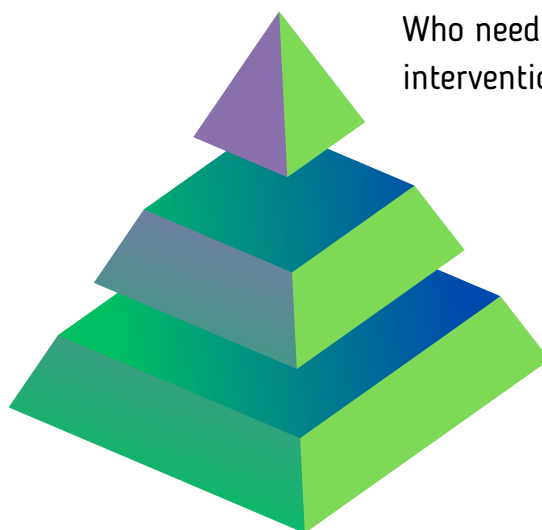
Introduced & explored the nuances of the professional manufacturing sector  
 Cultivated soft skills & behaviors that would allow the participants to navigate their work environment

Skalent determined that the GETs needed an all-encompassing Capability Development training that began at the grass-root level and spanned a typical career path for their role. Skalent has always believed Capability Development to be a 'journey' of personal and professional enrichment—one of incremental potential and visible growth. Skalent's experts believe that these learning journeys, by virtue of how they are designed, are impactful and add tremendous value by making learning intentional and enabling application through concrete, actionable steps that the participants can put into practice fresh out of the training.

At Skalent, we possess the unique expertise to customise and apply our design thinking philosophy to every unique learning need and audience profile. What sets our training intervention apart is its programme design and meticulous construction upon 3 core pillars – the unique learning objective, the content and the perspective it takes on for the participants (in the context of their profiles, roles and responsibilities), and the implementation methodology.

### LEARNING OBJECTIVE & NEED

What do our participants need to do differently after the intervention?



### PARTICIPANT PROFILE

Who needs the intervention? Why?

### ORGANIZATIONAL INPUT & INVESTMENT

How much relevance and situation-specific applicability can we add?

In this case too, Skalent's experts identified the following:

- **Learning Objective and Need**

The Capability Development training is a transformative programme dedicated to cultivating and enhancing not just essential corporate skills, but also vital life skills, such as planning, prioritising, being assertive, collaborating and building resilience. Skalent therefore designed the entire workshop as a 'journey' of intentional, purpose-driven learning, with the opportunity to witness the growth gradient in obvious and visible ways.

Capability Development journeys can be tailored for any audience, but they are especially beneficial for new hires who require comprehensive development. This includes psychological and behavioural adjustments, effective communication, time management, decision-making, and professional conduct.

- **Participant Profile**

In this workshop, the participants were eager and ambitious young individuals seeking growth opportunities; however, many lacked the knowledge, confidence, and experience to navigate the stressful manufacturing plant environment and its demanding schedules. Their responsibilities involved prioritizing instructions from multiple stakeholders while addressing conflicts, managing challenging situations, and collaborating to complete tasks efficiently. Add to this the novelty of corporate life –target pressures, competition among peers, and interactions with supervisors and managers, and the whole playbook takes on a different colour.

Skalent utilized the participants' fresh perspectives, lack of corporate biases, and enthusiasm for growth to design engaging workshop sessions and activities, helping them develop the necessary skills to thrive in their new roles.

- **Organizational Input and Investment**

Capability Development can easily be a run-of-the-mill checkbox activity – a half-day workshop with mandated attendance. But designing and customising a Capability Development 'journey' for new hires is an entirely different ballgame. Its success hinges on immersing participants in the workshop activities, making learning intentional, befriending and mentoring the participants for increased impact, extracting and incorporating their personal opinions and expectations, weaving in work- and context-specific examples and situations – through role plays and case studies – to make the experience realistic and applicable, and finally, closing the loop with definitive learning. Crafting such an impactful experience demands qualitative and timely investment from the programme's internal sponsors and stakeholders.

For this workshop, Skalent is fully appreciative of the invaluable time and rich insights contributed by the organization's sponsors and stakeholders. The time, content and context contributed by the sponsors, given that GETs are typically seen as employees at the bottom of the organization's hierarchy, with high attrition rates, is testament to this incredible belief, investment and commitment.

## The Solution Journey

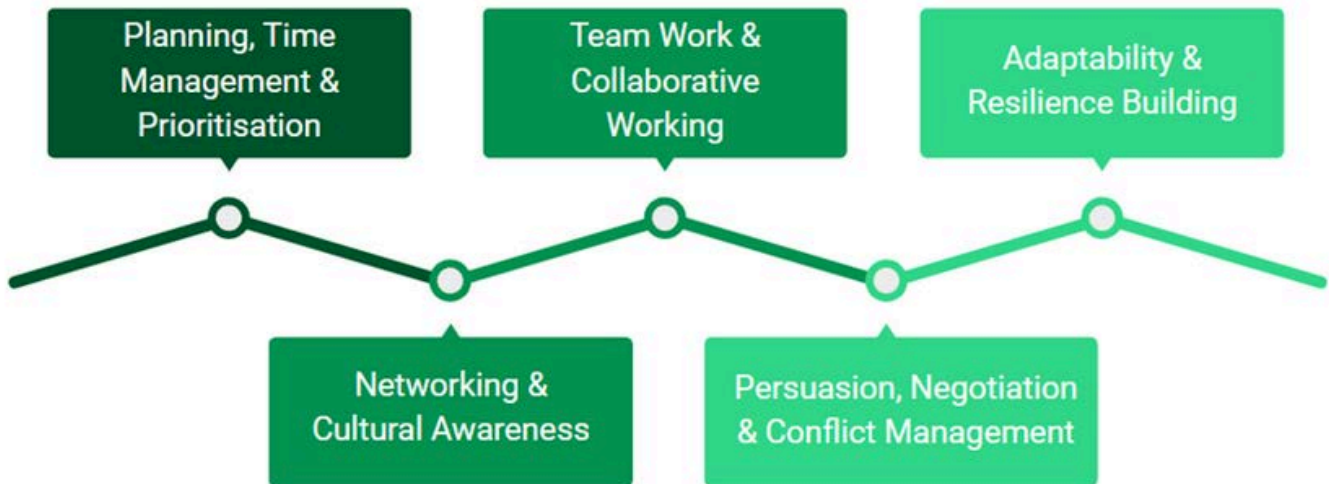
Skalent designed a Capability Development Journey that was conducted over 1 year, with 2-day sessions planned once every 2 months, for 23 participants, following their successful participation in the client organization's Campus to Corporate Programme.

The workshop comprised face to face sessions set up offsite to ensure focussed time away from work. They involved dynamic in-class activities, question-answer exercises, role plays and case studies, open area discussions, learning circles and concluding actionable projects. Each session closed with concrete learning outcomes, debriefs and takeaways, while the entire journey concluded with a grand closure in a beach resort.



Batch July 2023 – Participants at the beginning (July '23) and end (June '24) of their Capability Development Programme

## The Milestones



- **The Guide**

Since it was imperative that the Capability Development Programme be devised and implemented as a 'journey', Skalent leveraged the experience of a single empanelled trainer who designed and facilitated the workshops, and mentored the participants over the course of the year-long programme, and in doing so, journeyed along with them. The trainer was well-versed in the local language and was thus able to leverage local nuances and personal experiences to build deep connections with the participants, thus putting them at ease, enough to want to share personal goals as well as concerns and inhibitions about the professional world. The trainer was able to connect with the participants at a personal, professional and emotional level, even beyond the classroom.

- **The Experience**

Skalent designed the Capability Development Journey as a series of 2-day Workshop sessions, each one ~20 days apart, and aligned with one topic or milestone. As the year-long journey progressed, it was enriched with knowledge and skill components aligned to each topic.

The workshop comprised face-to-face sessions that were designed for and set up in offsite locations, such as hotel banquet halls, to ensure focussed time away from work. These sessions involved dynamic in-class activities, question-answer exercises, role plays and case studies, and open area discussions, each of which was rich with sponsor/stakeholder-provided, context-specific examples and relatable scenarios that the participants could put into practice on the job. Each session concluded with a learning circle, complete with a debrief and learning outcomes that closed the learning loop; takeaways; and actionable projects that the participants completed in the interval between two sessions, within their respective work environments in the plant.



The entire Capability Development Journey came to end with a grand closure in a beach resort. This time away from work and investment by the client organization conveyed its belief in the contribution of each participant and the potential value each would bring.



## Our Differentiators

Some aspects that differentiate Skalent's 'leadership training' blended approach are:

- **Collaborative consultation** where we work with you to speak your language and create personalised learning experiences
- **Meaningful Innovation**, where we customize our approach and workshop activities to your need to ensure meaningful, relevant and sustainable learning
- **Dynamic and relevant debriefing discussions**, project implementation, question-answer sessions, guided inferences and conclusion deductions
- Our **Continuous Learning approach** ensures that:
  - Our participants learn through each experience and can sustain this learning in their personal and professional lives
  - We, as training experts, learn through our participants' experiences and continuously improve and innovate to ensure that our workshops stay relevant, add value and make an impact

## The Outcome

Although Capability Development Journeys aim to enhance productivity through targeted technical and behavioural competencies, this intervention for the GETs yielded impressive results. The client organization reported tangible transformation and significant improvement across:

- Speaking up - sharing experiences, highlighting issues, raising concerns
- Confidence and assertiveness in thought, communication and action/performance
- Solution-oriented approach towards actionable tasks/projects
- Self-awareness and personal branding
- Problem solving - approach, action and outcomes
- Collaboration across functional teams
- Presentation skills



At Skalent, we pride ourselves on crafting transformative learning experiences that deliver tangible value and make a lasting impact. The cornerstone of our success is personalization—designing unique, tailor-made experiences with sustainable strategies, and curating content that truly resonates with each learner. To make this vision a reality, we need YOU—your belief, vision, dedication, and time.

Together, let's embark on an extraordinary journey to revolutionize the world of learning. Let's create powerful, personalized learning journeys and experiences that drive exceptional growth and success. Your path to greatness starts here, with Skalent leading the way!



SKALENT®

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Road Maps of Success