

## Skalent INDIA – Case Study

# THE POWER OF INVESTING IN YOUR PEOPLE

Leadership Training for Everyone



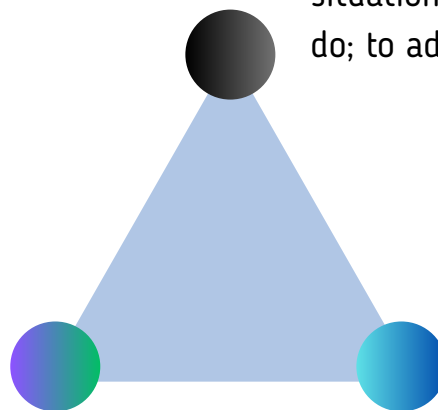
## The client

Our client is the world's largest bearing, seals and engineering products manufacturer and supplier, with an aim to 'reduce friction' in everything that rotates in our world. With a workforce of over 44,000 people stationed in 108 manufacturing facilities and 15 state-of-the-art technology hubs worldwide, they're undisputed leaders in their league. Our client is committed to a three-dimensional responsibility approach - ensuring premier treatment for their **customers, distributors and suppliers**; fostering a thriving work environment for their **employees**; and leading the transformation towards a more sustainable tomorrow for our **society and environment**!

## The Business Challenge

With **employees** as one dimension of their responsibility approach, our client strongly believes in nurturing their workforce, particularly their management team. The Human Resource function of the client organization realized the need for a Middle Management Leadership Skills Development Workshop and the role it can play in building an exemplary, empathetic, collaborative and impactful mid-management workforce that also developed decisive leadership skills and attitudes. The organization believed that it is this band of managers that requires the right balance of technical knowledge and people management skills to **inspire innovation and healthy competition, build and maintain responsible and efficient teams, and plan and manage operations**. In achieving this balance, the organization would be instrumental in curating critical technical competencies and nurturing the right talent ('people') to continue its legacy of manufacturing sustainable engineering products worldwide. However, recent incidents and experience had indicated gaps in essential leadership and people management skills, driving the client to analyse and define the following behavioural competencies as development needs.

**Persuasive:** To enjoy influencing others, persuade key stakeholders and build mutually rewarding relationships



**Controlling:** To take charge of situations and tell others what to do; to advocate issues

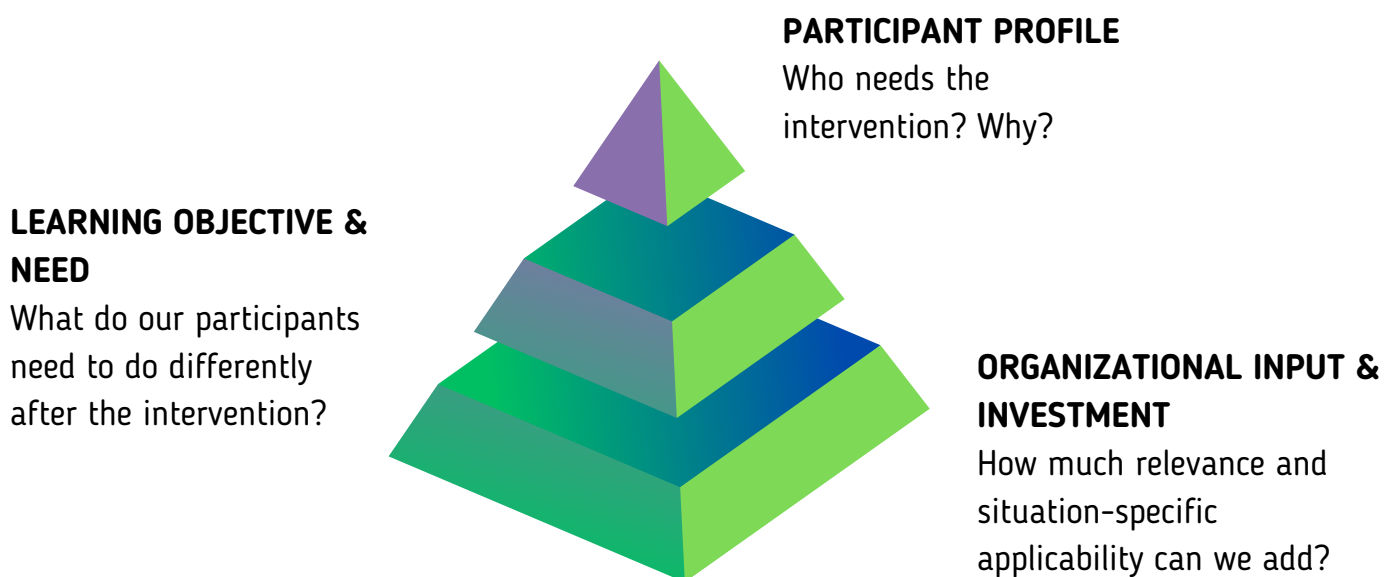
**Negative Competition:** To develop a sense of healthy competition, build cohesiveness and foster team commitment

## Skalent's take

A Middle Management Leadership Skills Development intervention, as a training topic, is a common ask, particularly in the Manufacturing and Automobile industry. This ask seems aligned with the expectations and practices of the Learning and Development industry, more so in 2023.

According to Forbes, 60% of HR leaders say that developing their management team's effectiveness is a part of their strategy to improve the future of work in 2023. Curating good leaders in companies can improve employee productivity, loyalty and overall job satisfaction.

However, what sets a training intervention apart is its program design – its objective, contents and implementation. At Skalent, we believe that this is where our strength lies – the expertise and experience with which we tailor program designs and meticulously construct it upon 3 core principles:



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

- **Learning Objective and Need**

Leadership Skills Development is a transformative program dedicated to cultivating and enhancing key behavioural competencies, including interpersonal skills, effective communication, strategic and conceptual thinking, problem solving and decision-making, people management and team building, collaboration and cross-functional working, etc. Skalent therefore designed the entire workshop as a 'leadership training and people management' intervention.

- **Participant Profile**

The participants for this workshop were an enthusiastic mid-management cohort, perfectly positioned between the technically adept junior managers and the visionary C-suite leaders. Tasked with building and nurturing teams of blue-collar workers with diverse educational backgrounds and complex environments, these managers needed to become exceptional people leaders who deeply understood and empathised with their teams. They also needed to be inspiring leaders who championed best practices and fostered a vibrant spirit of healthy competition.

Skalent leveraged the participants' enthusiasm for growth to design dynamic workshop sessions and activities.

- **Organizational Input and Investment**

Leadership and people management training can easily be a routine checkbox activity – a half-day workshop with mandated attendance. While the internet will provide you with countless theories and activities to get the job done, delivering a truly impactful and relevant leadership intervention is an entirely different ballgame. Its success hinges on weaving in work- and context-specific examples, thought-provoking questions and realistic situations, role plays and case studies, and finally concluding with definitive learning. Crafting such a meaningful experience demands qualitative and timely investment from the program's internal sponsors and stakeholders.

For this workshop, Skalent was genuinely impressed by the invaluable time and rich insights contributed by the organization's sponsors and stakeholders. The sheer 2.5 months to outline the design and the 8 months spent in implementing the workshops, across multiple cohorts, is testament to this incredible investment and commitment.

## The Solution Journey

Skalent designed a **Leadership and People Development** workshop called **Saksham** that was conducted over **8 months**, for **108 participants** (in 4 batches), shortlisted by the client organization from across 4 factories and 4 functions.

The workshop employed a '**blended approach**' that combined **face to face sessions** with **projects**, approximately **34 group coaching circles**, **internal technical delivery** and a **grand closure**.



1

Over a period of 2.5 months, Skalent's experts conducted intensive preliminary 'needs analysis' and 'content gathering' discussions with the organization's stakeholders and sponsors. The outcome of these discussions, which went through multiple rounds of presentation and agreement, comprised:

- Three defined **behavioural competencies** as learning outcomes - effective control, persuasiveness and healthy competition
- **Blended program design** that combined face to face sessions with projects; ~34 group coaching circles focused on project implementation as well as project sustenance, internal technical delivery and a grand closure that involved presentations to the Country Head.



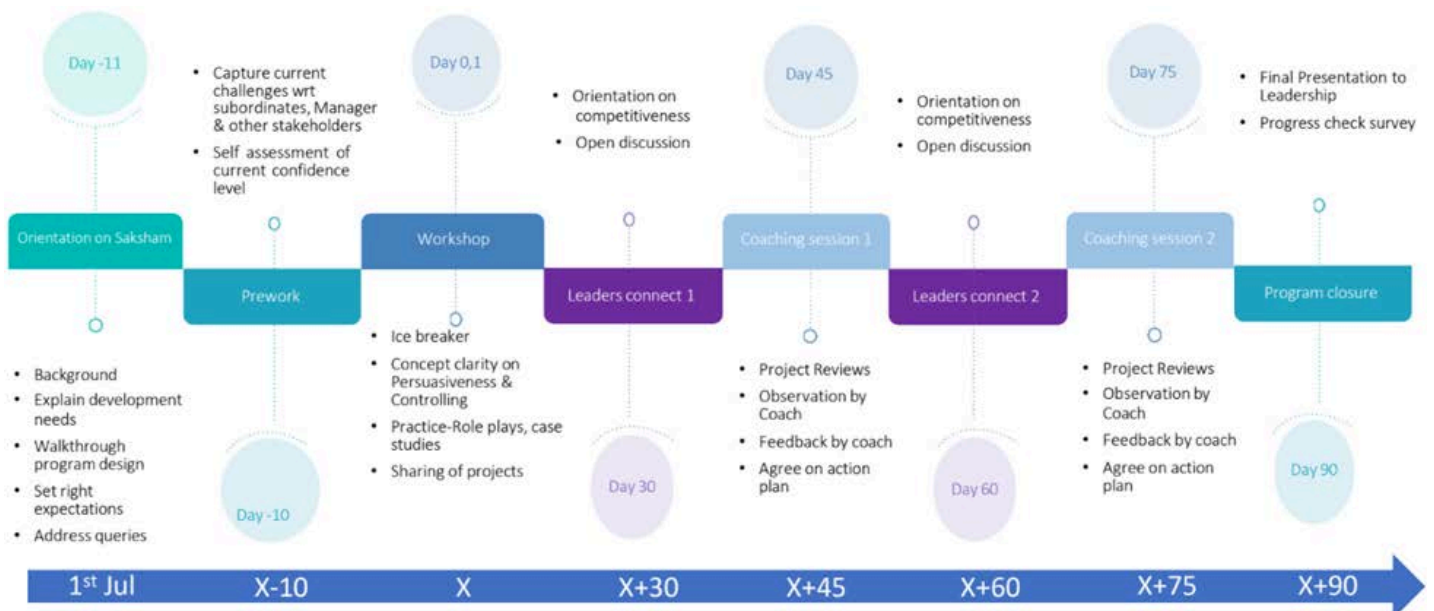
2

Our experts personalized the intervention with a unique and appropriate title, **Saksham**, designed a **logo and tagline** for it, and custom created **invitations** that were shared with the shortlisted 108 participants.



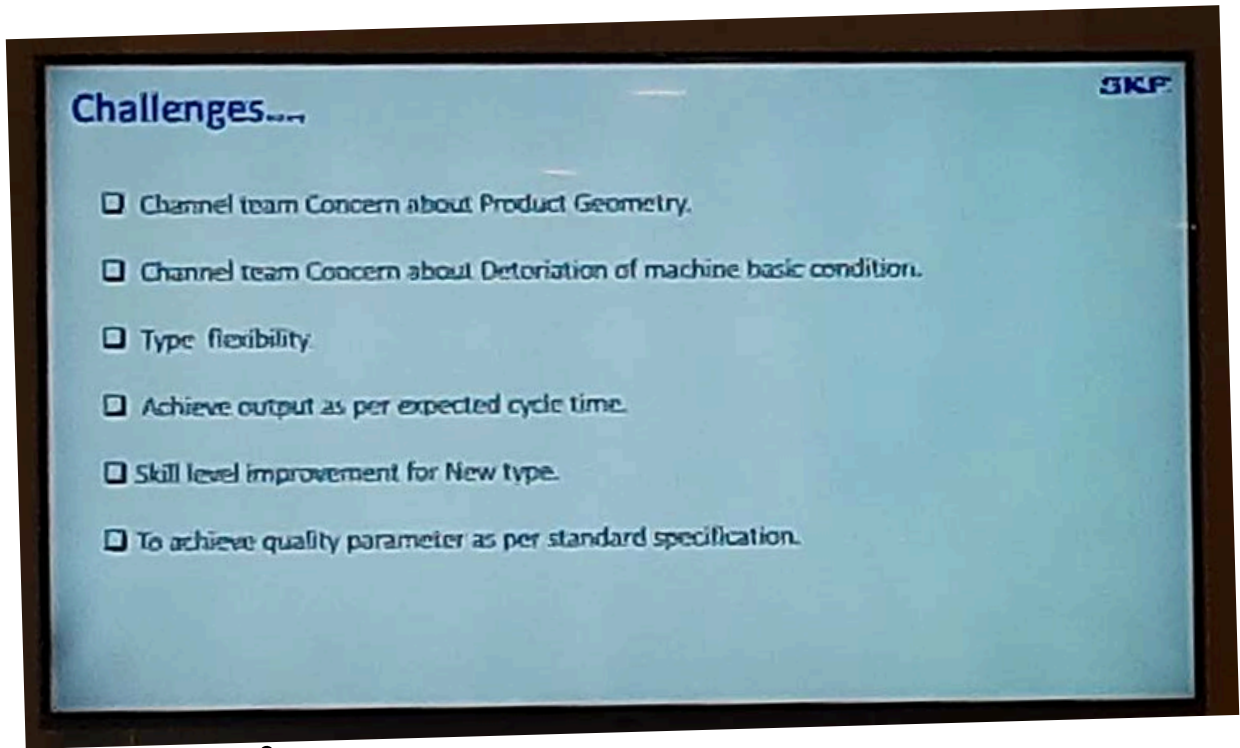
3

Saksham was inaugurated with an **orientation session** that explained the development needs and set the right expectations for the learning journey.



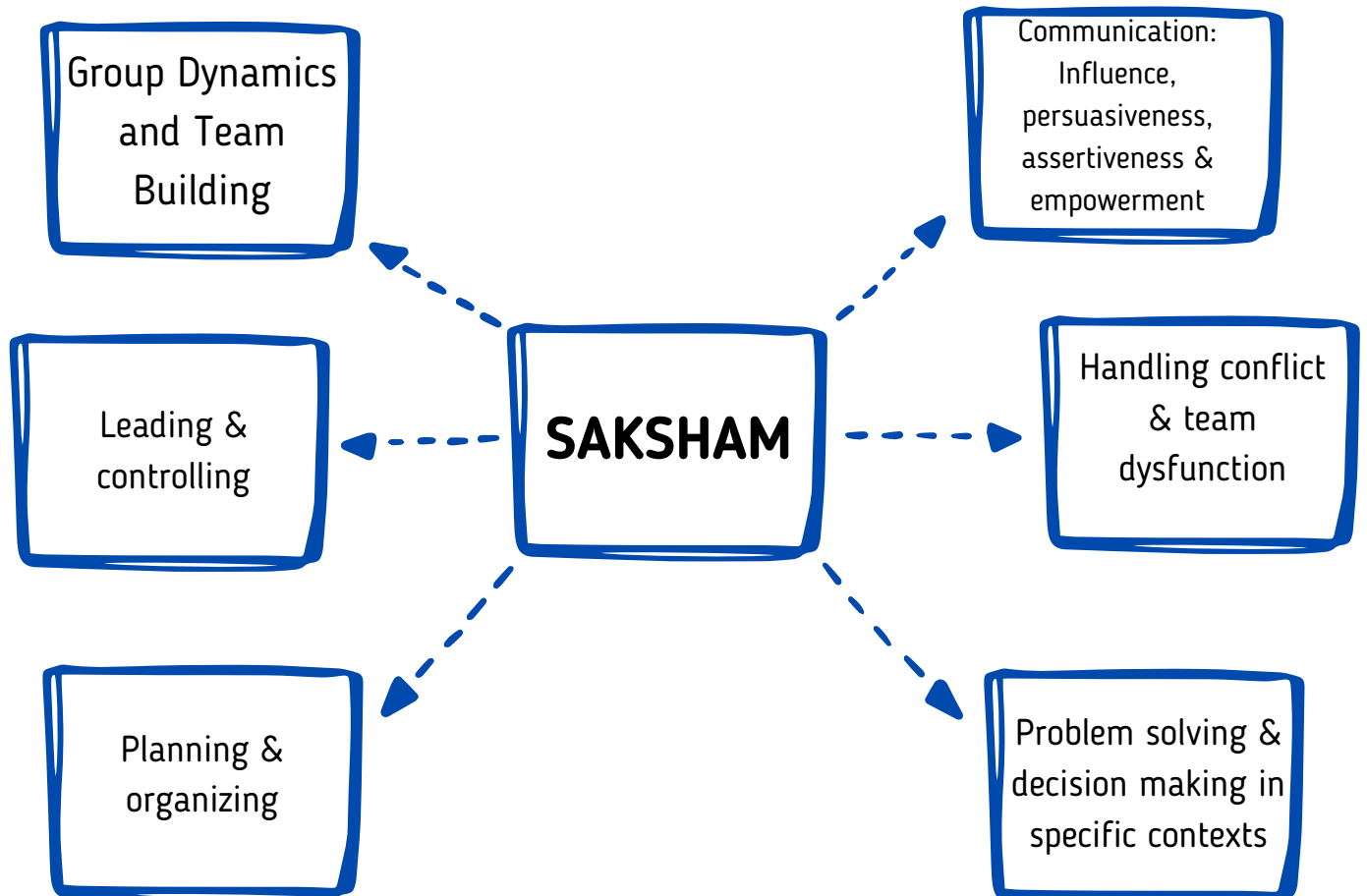
4

A **Pework session** captured the current challenges from each role's perspective and conducted a self-assessment of current confidence levels against these challenges; for example, 'How confident are you today in working with other departments?' or 'How confident are you in interacting with your manager and senior leaders?'



5

Skalent implemented its **innovative approach and activities**, each of which seamlessly merged topics on leadership competencies with those on essential people skills, such as:





6

The skill-based competencies of ‘effective control’ and ‘persuasiveness’ were addressed through **interactive role plays, practice-based case studies** and **projects**, each of which were followed by open discussion.

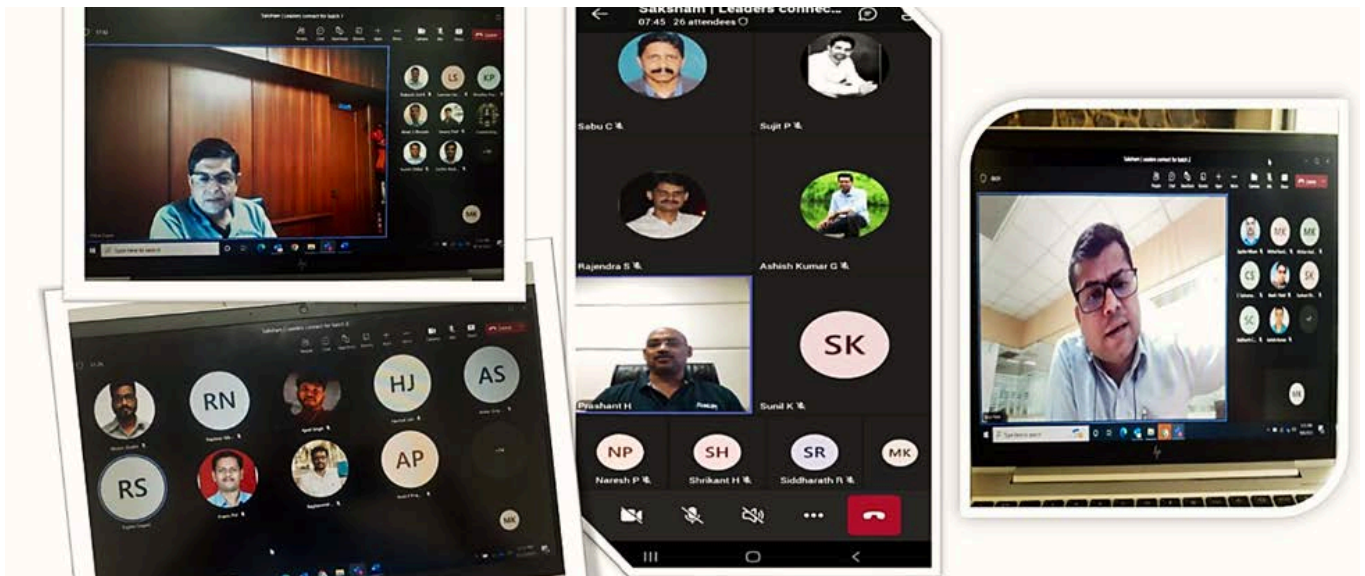
Our facilitators built in **realistic and relevant examples** to create simple as well as complex and volatile role play situations, often providing external stimulus to change the scenario and team dynamics from time to time; while finally, always guiding the participants towards clear and tangible conclusions and thoughts. In doing so, we personalised the learning experience, making it relatable and applicable in real life.



7

The mindset- and belief-based competency of ‘healthy competition’ was addressed through regular internal **Leaders Connect** discussions.





8

Regular **group coaching sessions** allowed for project reviews. These sessions were observed by coaches who provided personalised feedback and guided the participants to a **technical delivery-based action plan**.



9

Skalent weaved its DNA through the Leadership Training intervention- by **continuously capturing feedback** through its review and feedback mechanisms, and **documenting, analysing and injecting enhancements** into the program design.

The facilitators provided **24x7 service and support** via phone calls and WhatsApp chat groups.



Saksham was brought to a close with a dynamic **Project Closure** that involved the participants presenting their conclusions to Leadership, including the Country Head.

### 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

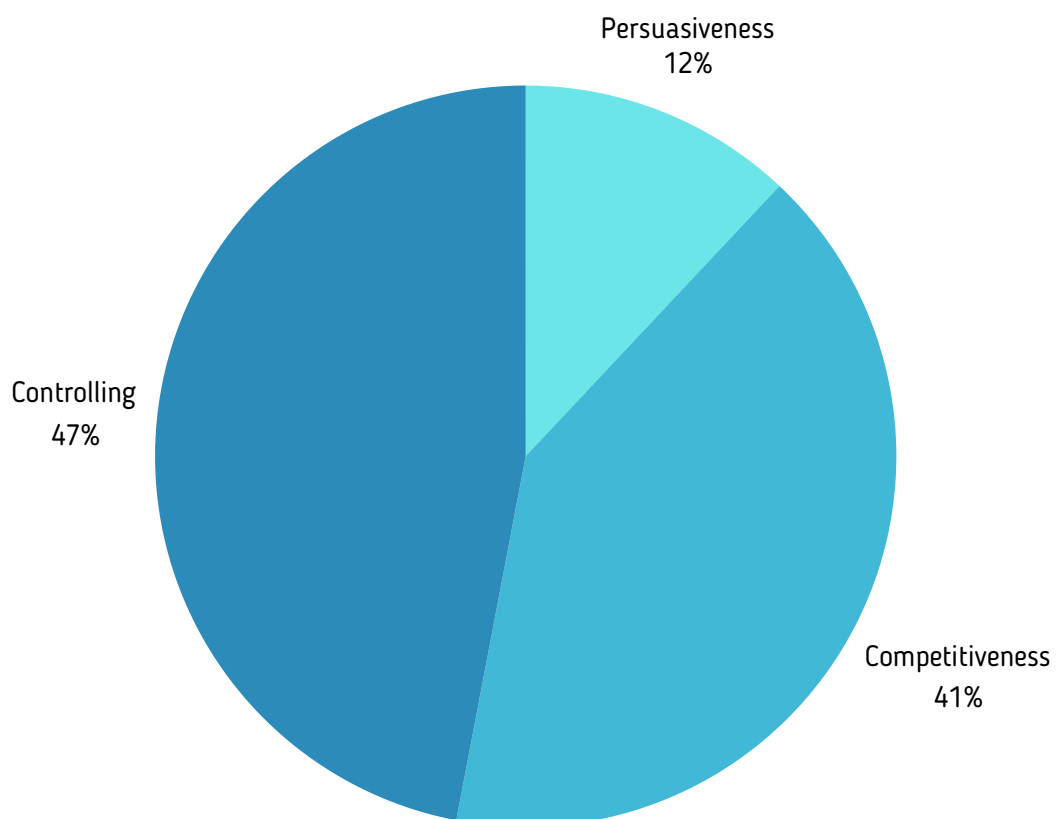
## The Outcome

Note - All Images used are from interna management presentation provided as a testimonial from the client.

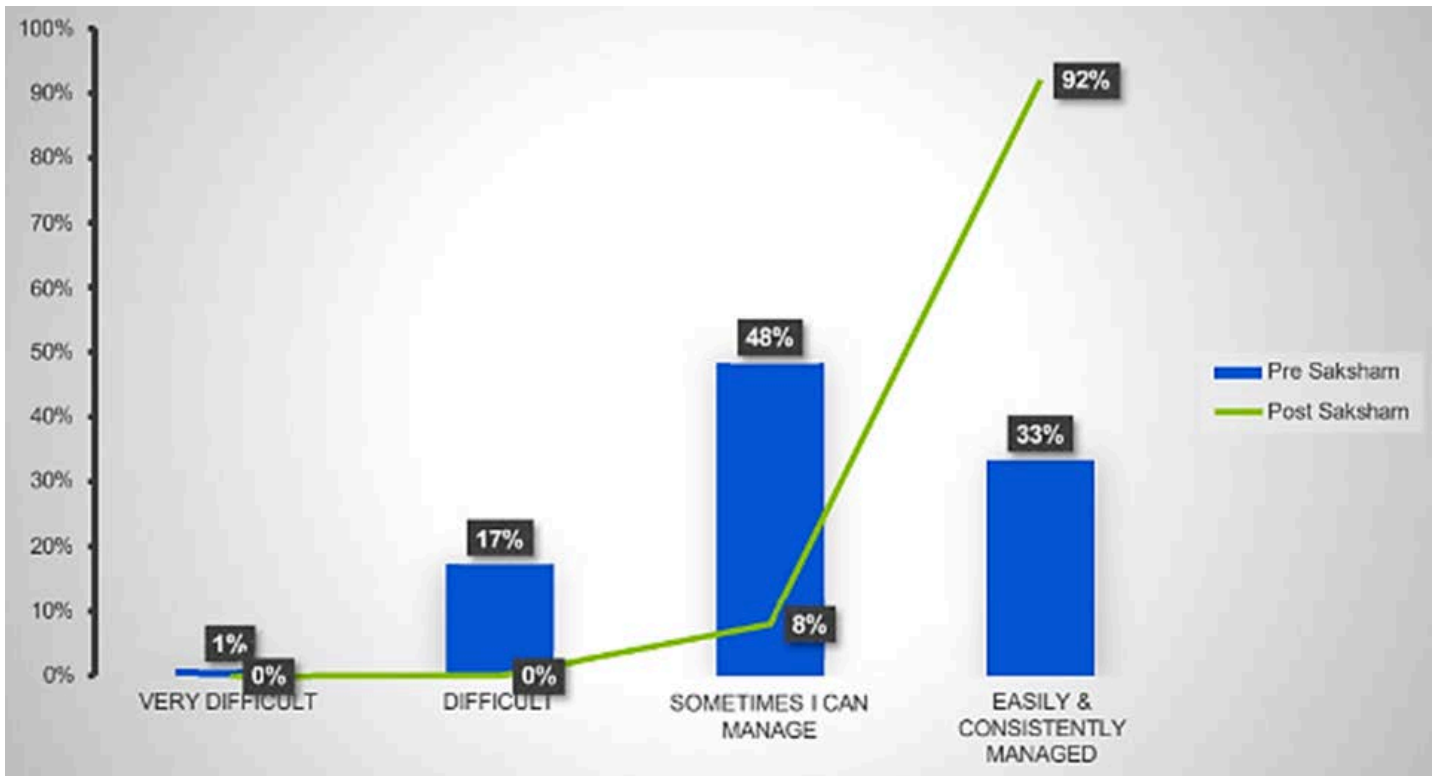


Behavioural training is typically about fostering heightened productivity across various competencies, which encapsulates decision-making, leadership capabilities, problem-solving in pivotal moments and communication and collaboration among teams. For Saksham, the outcomes were specifically about measuring quantifiable improvement across the three defined competencies, which has been captured and documented as follows:

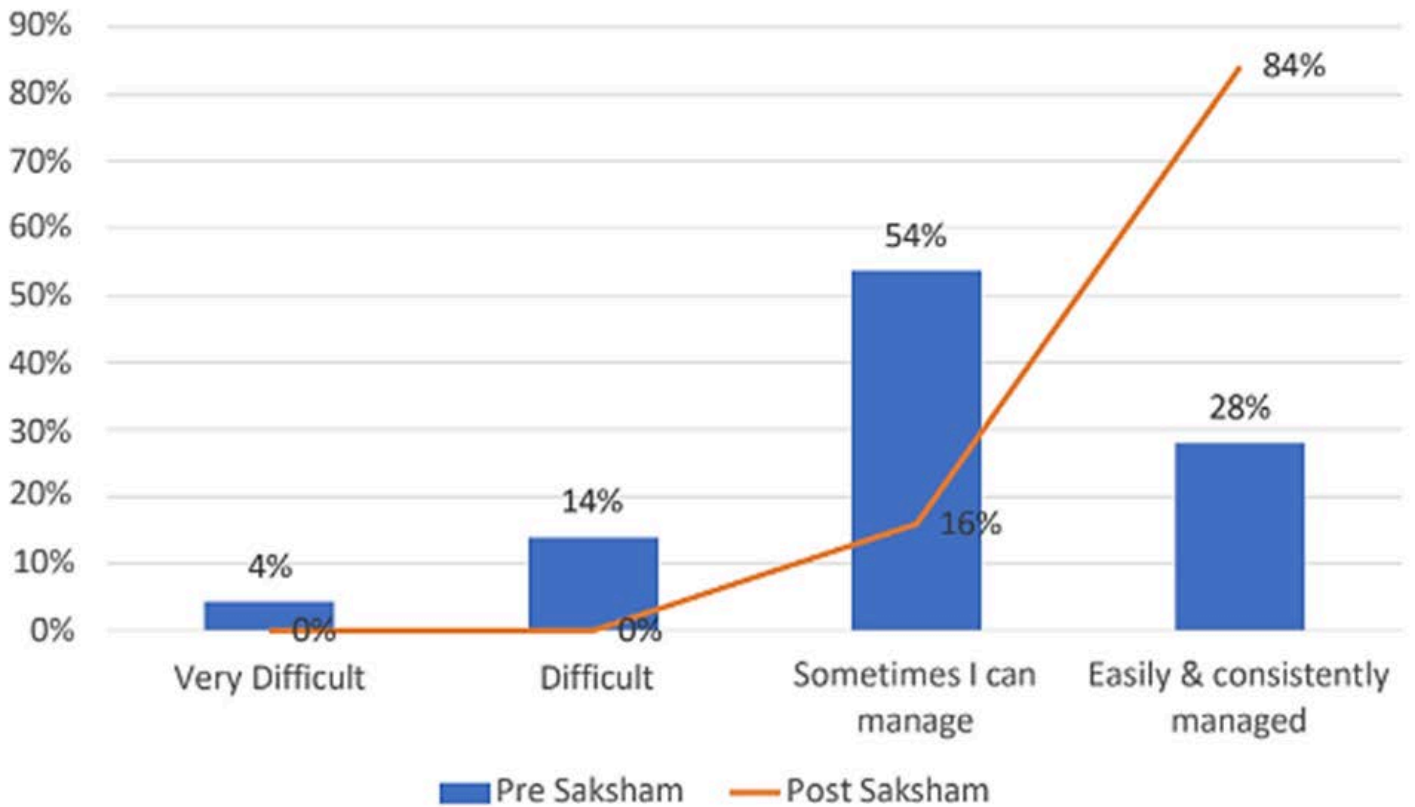
### Overall behavioural competencies improvement



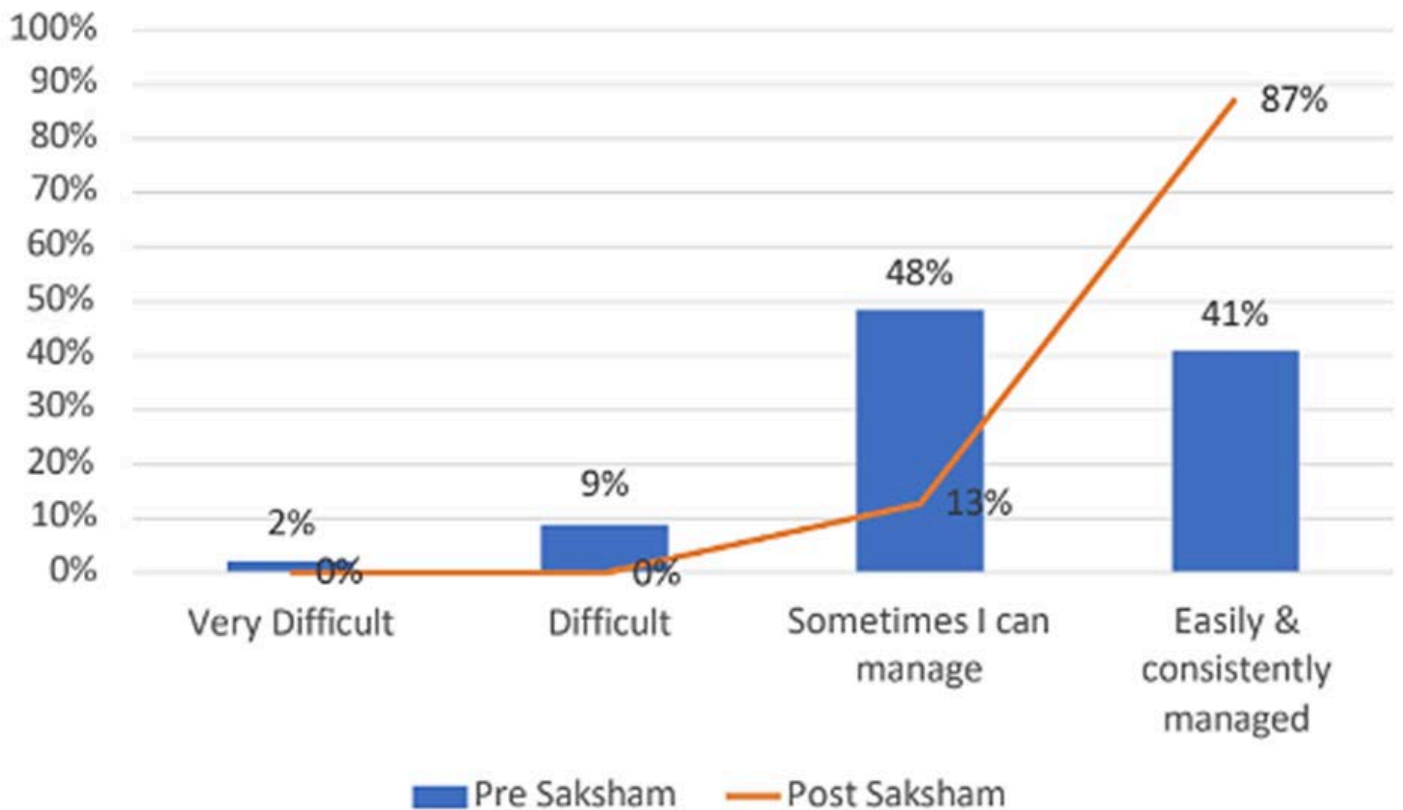
**Confidence in getting the best output from your direct reports**



**Confidence in working with other departments**



## Confidence in interacting with your manager and senior leaders



At Skalent, we are committed to designing and delivering transformative learning experiences that deliver tangible value and make a lasting impact. We understand that the essential ingredient of success in this endeavor is the art of personalization—tailoring sustainable strategies and curating content that resonates with each learner. But for that, we need YOU—your conviction, vision, dedication and investment of time. Together, let's embark on this enriching and empowering journey to redefine the landscape of learning, one personalized experience at a time.



# SKALENT®

Road Maps of Success