

Skalent INDIA - Case Study

Executive Coaching

PEOPLE, BUSINESS & CULTURE TRANSFORMATION



LEADERSHIP TRANSFORMATION FOR VISION AND GOAL ALIGNMENT

Introduction

Organizational change is a pre-requisite for any business. However, managing change can be disruptive and protecting the morale and efficiency of the workforce can be a challenge. This case study focuses on how one of India's leading agro-chemical conglomerates, through executive coaching, managed people and their efficiency levels during times of change.

The company realized that leadership is at the heart of its future success. Passion for the job, wisdom to provide the right guidance, expertise to promote action and honourable behavior across its leadership team was a mandate for any future growth plans.

The client's executives were led through a customized coaching intervention to help them retain existing talent and manage them in the face of organizational disruptions and change.

About the Client

The client, Deepak Fertilizers, is one of India's top producers of fertilizers and petrochemical corporations. A publicly listed, multi-product Indian conglomerate, it has an annual turnover of over half a billion USD, with a product portfolio spanning industrial chemicals, bulk and specialty fertilizers, farming diagnostics and solutions, technical ammonium nitrate and value added real estate. The company has multiple state-of-the-art facilities in several states of India.

It has established a reputation for being a quality, reliable and trustworthy organization. Focused on growth, drawing synergies from its existing products, and leveraging current strengths, the company was poised for a successful growth trajectory in the dynamically changing world of business. It had to build resilience to spearhead change through the swiftly transforming world economy.

Challenge faced by the company

Legacy and Archaic Management Techniques - A Deterrent to Growth

The company had made significant investments in applications and systems to manage its operations. However, several tasks continued to be performed manually, resulting in information silos that contributed to operational inefficiencies.

Secondly, the applications themselves struggled to adapt to evolving business needs, making the management of legacy architecture increasingly challenging. Over time, these outdated systems became significant obstacles to progress.

Adopting newer processes required a significant mindset shift among internal stakeholders, who often resisted change due to comfort with familiar systems. In a competitive and fast-evolving business landscape, this cultural transformation was critical for success. The company's ambitious expansion plans demanded strong, visionary leadership to drive change, inspire confidence, and align teams with organizational goals. Leaders needed to address resistance, communicate the value of transformation, and equip the workforce to embrace innovation. With a cohesive approach and a focus on adaptability, the company could overcome challenges and achieve sustainable financial and business success.



Business Need

Agile, Visionary, and Culturally Dynamic Leadership

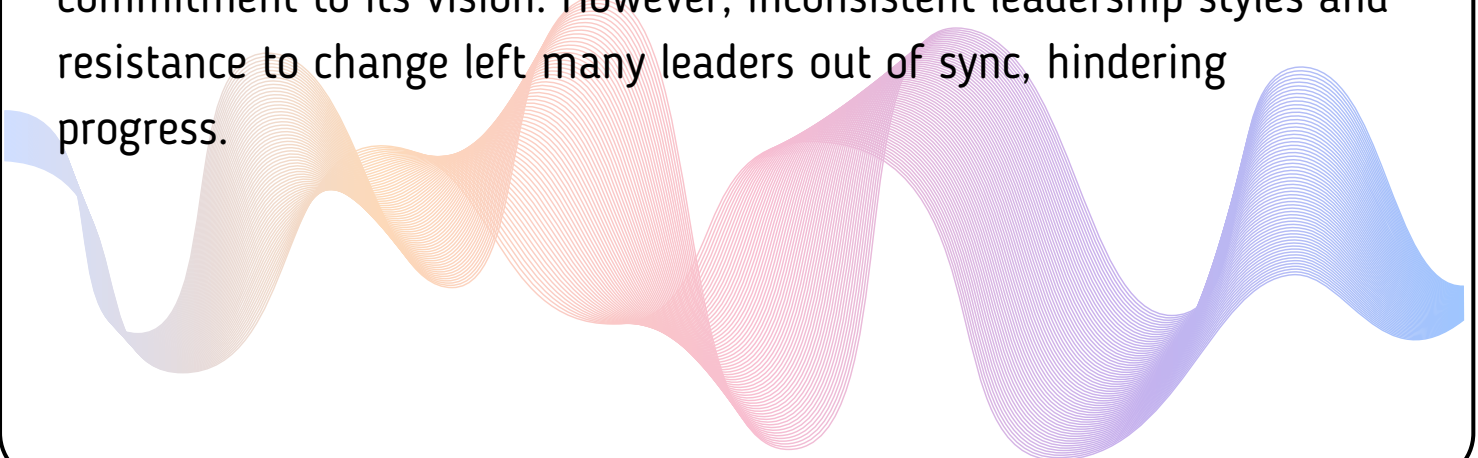
To achieve its business goals, the company sought a highly intuitive and adaptable leadership team capable of making situationally sound decisions. To this end, they were looking for a leadership training partner that would:

- Facilitate a mindset shift among leaders, many of whom had been with the organization for decades.
- Update leaders on the latest market trends and next-generation product solutions critical for driving the company forward.

Legacy approaches and processes had hindered the company from reaching its full potential. In the face of change, these outdated practices were not just barriers but potential risks that could jeopardize the company's future.

Many leaders were accustomed to operating in their own style, resulting in a lack of uniformity and alignment. This absence of a cohesive, modern approach adversely impacted workforce performance and overall output.

Achieving the company's business goals required workforce-wide commitment to its vision. However, inconsistent leadership styles and resistance to change left many leaders out of sync, hindering progress.



Skalent's Competitive Advantage

Simplifying Transformation and Strategic Collaboration

The company identified and shortlisted Skalent to design and deliver a customized executive coaching intervention aimed at empowering its leaders to drive and lead change effectively. Their decision to partner with Skalent was influenced by:

1

Skalent's ability to tailor and personalize its coaching interventions, creating detailed roadmaps for excellence.

2

Skalent's expertise in coaching leaders across diverse horizontal practices, fostering flexibility and resourcefulness.

3

Skalent's proven experience with large industries and corporations, equipping them with foundational skills to transform leaders into high performers. Their approach enabled organizations to transition seamlessly across geographies and industry segments, with leaders serving as the cornerstone of success.

4

Skalent was the only training company offering comprehensive coaching at both top and bottom levels, essential for understanding workforce dynamics and equipping leaders to manage day-to-day operations effectively.

5

Skalent's deep understanding of the nuances involved in transforming good leaders into great ones. Recognizing that such change doesn't happen automatically, they guided senior leaders to develop their own careers while achieving organizational goals.

Skalent's Approach

Delivering Legacies with a Futuristic Approach

- With comprehensive support systems and subject matter expertise, Skalent designed **UDAAN** a holistic, end-to-end coaching intervention tailored to the organization's needs. The program involved engaging leaders through one-on-one meetings, group discussions, and orientation sessions to ensure alignment and personalized development.
- The leadership team, comprising nearly 175 senior leaders across three locations, was identified as the primary focus group. These executives, responsible for strategic decision-making, would undergo **UDAAN** - an intensive year-long coaching intervention, followed by a review and an additional year based on their adaptation to change.
- These leaders were slated to participate in a progressive coaching program. This initiative included a rich array of learning resources cherry-picked to ensure a robust and continuous development eco-system.

➤ Skalent's design and delivery team dedicated significant person-hours to understanding the business and its future goals.

➤ The team closely observed the leaders, analyzing their management styles and behavioral patterns.

➤ Through personal meetings and behavioral event interviews, development areas were identified, and the challenges faced by the leaders were thoroughly documented.

➤ These conversations also offered valuable insights into the leaders' unique styles and their approaches to problem-solving.

➤ Through multiple questionnaires designed to understand the psyches and its effect on people management, they formed complex analytical derivations on a leadership maturity scale.



Business Benefits of the Intervention

A successful growth trajectory supported by a dedicated local and long-term workforce.

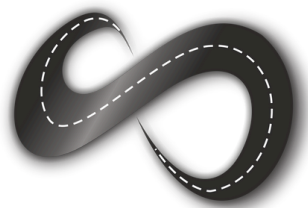
- As a result of the coaching intervention, the organization transformed into a more open and welcoming environment where the workforce felt empowered to collaborate effectively as a team, working towards shared business goals.
- Leaders emerged as role models, inspiring their teams and maximizing their contributions to the organization's success.
- As a result-driven organization, the coaching intervention empowered leaders to further inspire their teams, helping the company gain a competitive edge and adopt a more goal-oriented approach.
- Leaders, acting as mentors and drivers, motivated their people to perform to their fullest potential, fostering a culture where hard work was both recognized and rewarded.
- Leaders were encouraged to stay updated on evolving market and business trends, ensuring they remained relevant and forward-thinking.
- Stability, performance, and operational efficiency were established as the organization's long-term goals. Employees looked up to their leaders for guidance, striving to excel in their roles and exceed expectations.
- A previously rigid mindset was transformed into a "people-first" culture that prioritized creativity and collaboration. The organization embraced innovation and encouraged calculated risk-taking, both of which were essential to driving the organizational changes and achieving sustainable growth.



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