

Philips Lighting leverages integrated KNOLSKAPE solution to manage **'Business Transformation'**



PHILIPS is a Dutch company headquartered in Amsterdam. Established in 1891, PHILIPS is well known in the electronics, healthcare, and lighting sectors, employing over 120,000 people, and with sales and service operations across 100 countries.

2016 saw the organization splitting into two key businesses - HealthTech (Healthcare and Consumer Goods), and Lighting. Because of this split, the newly formed Philips Lighting underwent several changes:

1. The organization became flatter, resulting in larger teams, and fewer people managers
2. The business model changed from conventional to hi-tech
3. The sales model evolved from being product-led to concept-led

These changes mandated a transformation in managing and leading teams.

Challenge

- In India, Philips Lighting has 100 people managers, who needed to play a crucial role in helping the entire organization acclimatize to the changes stemming from the split. To do so, the people managers themselves needed to be better equipped to adapt to the change, and to lead the change within their own teams, keeping in mind that they now managed larger teams
- The target audience was geographically dispersed, had different learning timeslots and learning styles, and worked across different business functions and business units. Therefore, conventional classroom-based interventions would have proven impossible to deliver and administer
- The target audience came with different levels of experience. Hence, it was important that before any developmental intervention was delivered, the people managers be assessed on their current capabilities, strengths, and areas of improvement



Solution

- Philips Lighting decided on an integrated assessment and developmental intervention, which was called as 'Catalyst'. To deliver this, KNOLSKAPE was chosen as the preferred partner, as the solution incorporated the following:
 1. An end-to-end solution, from competency identification, to solutions design, delivery, and analytics
 2. Immersive and interactive engagement
 3. Deep capability insights and analytics, highlighting needle movement in performance
 4. Technology that simplified delivery to a diverse and dispersed audience
- For Assessment, KNOLSKAPE delivered a virtual assessment centre (VAC) solution comprising psychometric tools, to assess work related behaviors, interests and motives, and simulations for leadership assessment. This was accompanied by a manager skill survey. The integrated scores and reports from these assessments culminated into scorecards for each participant, enabling managers and HR to create comprehensive development plans.
- For Development, KNOLSKAPE designed and delivered a series of leadership workshops for people managers with 2-5 years' experience in managing teams. The 2-day simulation-driven workshop helped develop crucial competencies necessary for leading teams, and transforming business, including:
 - a. Understanding business priorities, and the new business model
 - b. Business acumen skills to prepare for future roles
 - c. Strategic execution through business decision making
 - d. Common understanding of the core competencies across all participants



Impact

- **Business Impact:**

- a. **12.5%** increase in employee productivity
- b. **10%** increase in sales incentives

- **Behavioral Impact:**

- a. Transformational leadership mindset - from just talking about business and numbers, to focusing on people, increasing motivation, improving productivity, and reducing attrition rates
- b. People awareness – Managers are more aware, and consciously make the effort to learn about and implement people management concepts
- c. Proactivity - Leaders are becoming more proactive, and clued into what their people managers are doing

According to Omar Bali, Director HR at Philips Lighting

“We needed a partner that understood our unique requirements, and delivered an end-to-end solution to address our needs. We had heard great reviews about KNOLSKAPE, and after a highly successful integrated assessment and development solution delivered by them, we decided to go ahead with their superior solution. We are looking forward to working closely with KNOLSKAPE as our talent transformation partners.”

