

PNB Housing Finance Limited **empowers their Branch Heads** to lead effectively with KNOLSKAPE



PNB Housing Finance Limited (PNBHFL) is the fastest growing Housing Finance Company in India. Headquartered in New Delhi, the organization is present in 47 cities with over 100 customer touchpoint locations across India.

The Company underwent a business process re-engineering (BPR) in 2011, and since, has witnessed a 60% Compound Annual Growth Rate in the following years. The revamped business model has transformed the company into a contemporary customer-oriented organization with brand new positioning.

In line with this transformation and company's core value of 'People First', Learning and Development has aligned its efforts to leverage best in class employee development solutions aiming to strengthen its employee capabilities to spearhead organization's growth and achieve business goals.

Challenge

To support the organization's expansion and growth plans, it was required to enable hi-potential employees to take up next level roles as Branch Heads with higher responsibilities and lead business in new geographies.

Being primarily sales driven organization and comprising of individual contributors in frontline sales, who had been stalwarts at achieving results, it was pertinent to build their leadership capabilities. People and internal & external stakeholder management skills therefore, became a key focus area.



Solution

After holding discussions with many learning solutions providers, PNB Housing chose to partner with KNOLSKAPE to create a 5-months' leadership journey for the recently promoted Branch Heads to build their capabilities in:

1. Communication Excellence
2. People Excellence
3. Customer Orientation
4. Execution Excellence

KNOLSKAPE's solution design comprised of BEI interviews, Manager surveys, simulation-based classroom sessions, mobile-based bite-sized learning, and Action learning projects to create a holistic learning impact.

The digital platforms and experiential technologies used during the intervention allowed PNB Housing Learning & Development team to track the participation and performance, as well as generate rich, robust analytics and feedback to enhance learner performance.

The solution was designed with the intent of also developing an experiential learning culture within the organization.



Impact

1. Proactive participation from learners, as they saw value in the learning design; this culminated in 100% completion of the program with high feedback scores
2. Branch Managers are more aware about the need to strengthen relationships with team members as well as other internal and external stakeholders
3. Increase in recurring open dialogues between Branch Managers and their teams
4. Branch Managers are increasingly taking on the role of coaches to help their teams perform at their best

Bhavnish Parashar

National Manager – Learning and Development, PBNHFL:

“We were clear in what we were looking for – experiential learning, strong concept, constant reinforcement, and a comprehensive solution design. KNOLSKAPE provided us with all this, with experience and a strong client list to back their promise. We were convinced, and so were our participants who stayed 100% committed to this journey”

