



SUCCESS STORY

Innovative Leadership Program Fuels Talent Development Across Global Teams in a Consulting Organization



Client Overview

No. of Employees: 6,000 employees

Revenue: \$227M

Headquarters: Chennai, India

The organization is a trusted partner for enterprises across all layers of the Connectedness vertical. They design, configure, and operate solutions across their digital landscape, network infrastructure, and business operations – and craft experiences that delight their customers.

A “Great Place To Work® Certified™” company, the organization employs over 6,000 technology and domain experts in 30+ countries across North America, Latin America, Europe, Africa, and Asia. They are also part of a 130-year-old business conglomerate, which employs over 30,000 people across 80+ locations globally.

Objective

The organization was on a high growth trajectory and the program was first built in 2022, to ensure that they have strong leadership in the right roles, to facilitate progress. The vision was to build a leadership pipeline and ensure **70% of leadership positions are filled internally** in the next 3 years. Before the design of the program commenced, the team met and interviewed Senior Leaders, SMEs and Business Heads on what are the traits and behaviors that will help one meet growing customer demands and succeed as a Senior Leader at the organization. The team captured their responses and worked with KNOLSKAPE to build the **Emerging Leaders program** from the ground up.

Solution

The teams at the organization and KNOLSKAPE designed and executed a meticulously crafted journey to nurture a cadre of leaders who already have a demonstrated performance track record and unparalleled understanding of the organization’s culture, values, and operations.

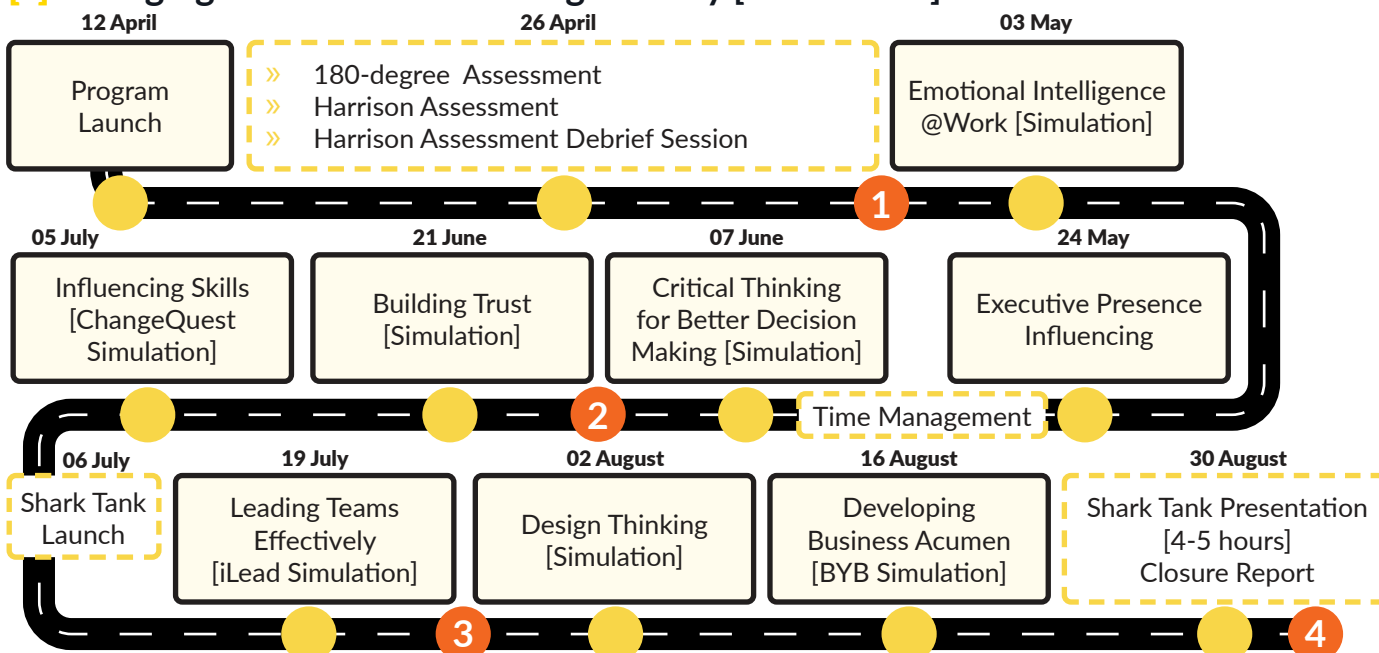
Following were some of the highlights on the program:

- » **Leveraged home-grown talent** to equip individuals with skills and insights for diverse situations.
- » Commenced with a **Harrisons Work Preference Assessment** to measure behavioral tendencies, interests, and preferences.
- » Explored leadership themes through **hands-on simulations and expert debrief**.
- » Program divided into three phases **focusing on competencies** such as
 - » agile mindset,
 - » strategic thinking,
 - » innovation,
 - » emotional intelligence,
 - » executive presence,
 - » critical thinking, and
 - » influencing skills.
- » Integrated **theoretical concepts with real-world experiences** through exchanges with seasoned leaders at the organization.
- » Covered **61 participants across 9 countries and 7-time zones**.
- » **Virtually conducted program** using Microsoft Teams platform for collaboration.
- » Faculty from 5 different countries facilitated the program to provide a **global perspective**.

» Cutting-edge '6Cs' solution design model



» Emerging Leaders: The Learning Journey [4.5 months]



USPs of the Program

As a culmination of their 4-month learning journey, the participants were requested to demonstrate the knowledge they acquired during the program by working on Live case studies. The team **worked with the Senior Leadership team** to identify Open Challenges, Live Problems, and Failed attempts that they did not have the time or resources in the past to work on. The team then identified Senior Leaders who could own these live challenges and Mentor groups who would work on them. Finally, participants could select the live challenges that resonated with them.

A **pre & post 270-degree assessment** was facilitated for the participants to understand strengths and weaknesses and contribute insights into their professional development needs. This assessment is **mobile compatible and supports real-time feedback**.

The participants mentioned that one of the things that made the Emerging Leaders a **high-value program**, in comparison with the other run-of-the-mill programs, is the vested interest of the leadership in every participant.

While there was an **in-built gamification element** in the simulations with the leaderboard used for the program, KNOLSKAPE took it to the next level with a program level leaderboard that reflected all elements of the journey. This included attendance and completion of simulations status. This enabled them to plan the inclusion of participants in sessions that they had missed as well as ensure 100% of all simulations across the cohort.

Impact

30% of the participants from cohort 1 were promoted to higher roles within 12 months of completion of the program.

This was a remarkable testimony to the skills they had built in Leading Self, Teams and Business, through the program. The participants of cohort 2 are yet to complete their performance cycle. Hence, we are awaiting results there.

47% participants have had an increase in span during and after the completion of program.

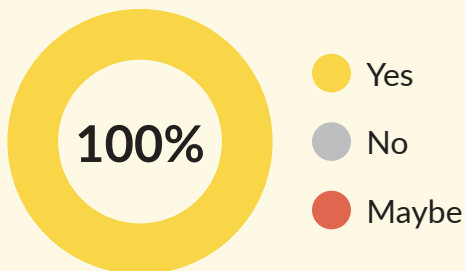
This emphasised the increased ability in managing the teams. The average span of the team managed grew from 7 to 9 per person.

Additionally, the program also received strong positive endorsement from Managers of the participants.

The managers could perceive a shift in the way they think, decide, act, after the program. They observed that learners were able to see the broader picture, align with organizational priorities and be more decisive in the roles they play. Manager were hence able to trust them with increased responsibilities, as they see the learners are ready for more.

Program Feedback

Has the Emerging Leaders program been useful to you? Have you been able to apply the learnings from the Emerging Leaders journey at your workplace?



Average Rating: 9.07
for the content, design,
and format of the Program.

Net Promoter Score: 80

Client Testimonial

"Emerging Leaders Program is a truly futuristic program which has been conceptualized and rolled out recently. It is quite exciting and comprehensive which delves with theory as well as practical sessions, in addition to including expert talk by business leaders. All in all, it is a complete package for emerging leaders and hats off to the talent development team at the organization and to KNOLSKAPE for pulling this off."

- VP and Deliver Head

Testimonials from Participants' Managers

"Has definitely stepped up. I see that the number of calls he makes to me have gone down drastically, which is an indication of how confident he is becoming in making decisions of his own. His role currently is in Devlivery, which involves influencing and getting work done through teams across Practices, and he is doing a commendable job there!"

"Excellent job done with the customer landscape. Pranesh was specified by name in the CSAT by the Customer, a month back. He works with one of the toughest Customers in the LG 30/30/30 project. He has been able to execute his span of project now, like a well-oiled machine. The number of escalations have come down, and even if they do come, he has a structured approach to resolving them!"

"Harsh has completely taken over operating the LLA DCoE account from me. Despite being in a difficult recovery phase, he and the team overcame several challenges and regained our customer's trust. Harsh is already capable of critical thinking, but I've noticed recently that he's starting to make decisions more quickly, that he's aware of the relationships within the customer that are important to concentrate on, and that he's getting better at identifying potential business opportunities."

"I am able to see quicker decision making and result oriented customer meetings happening successfully. I see positive influencing with customers as well as internal stakeholders happening."

About KNOLSKAPE

At KNOLSKAPE, we help organizations and leaders become future ready through experiential learning. With a diverse range of Simulation Courses and Experiential Journeys in areas such as Culture, Digital Transformation, and Leadership, we enable CXOs, Managers, and Individual Contributors to keep up with the pace of innovation and adapt to change. Our programs are designed to equip learners with practical skills and knowledge that can be immediately applied in their roles, leading to improved performance and better business outcomes.

Founded by Rajiv Jayaraman, KNOLSKAPE is a global leader in talent transformation solutions, offering a comprehensive suite of services to help organizations enhance their talent development approach and build business resilience. Our Talent Intelligence services leverage data analytics and psychometric assessments to provide valuable insights on the workforce skills and competencies, while our coaching services empower leaders and professionals with hyper-personalized programs to drive individual and team performance. Additionally, KNOLSKAPE's proprietary platform, Genie, has been developed to offer customized simulations that align with the specific learning requirements of different organizations.

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