

Catalyst ConneXions

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Creating HR Policy Framework

Policies and practices are an effective way to improve the way employees interact with each other, while minimizing the personnel obstacles that often arise in today's workplaces. Catalyst recently helped one of the solar power companies to design its HR Policies and Procedures.

The project was divided into two phases

Phase 1: Benchmarking with other companies

A basket of various companies were chosen from different sectors to understand and compare market data and trends. These organizations were representative of the company/industry segment, geographical/location influence, type and stage of operations at which the company under study is currently operating in. On all key policies it was found that the organization was quite competitive vis-à-vis the existing market trends

Phase 2 : Policy Formulation & Documentation

Appropriate policies were selected in consultation with the management

team at the organization and The Catalyst team worked closely with them to design the policies. The design approach taken can be described below.



Once the policies got validated and finalized by the management team, Catalyst also helped prepare a communication plan to familiarize employees about the policies. Thus the project adopted an end to end approach to make it a hugely successful intervention.

Creating HR policy framework

Catalyst recently partnered with a newly established solar power company to streamline its HR policy framework and also created tools to effectively communicate the same to its employee group.

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High Impact Leadership Development Intervention

Catalyst partnered with a fast growing clinical research company to design and implement a year long leadership development initiative for senior leaders as well as middle managers. The project is under-way but the buzz is exciting!

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On-Field Assessment of Sales Team

Making observations while employees are on-the job facing the line of fire is the most effective and honest format of assessment. Catalyst recently partnered with a leading insurance giant to run an on-field assessment project for its sales team. The result was truly eye-opening and far-reaching in its consequence.

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High Impact Leadership Development Intervention by Catalyst!

Catalyst has recently engaged with a well-known clinical statistical research company for driving a high impact leadership development intervention with the middle and junior management teams. Catalyst was responsible for design, delivery and execution of the leadership journey program end to end. The core objective of this program was to choose the best talent within the organization and put them through a highly structured and meaningful learning path to enable them to hone their leadership skills and become effective leaders of the organization creating value for the business as well as the people.

The project was implemented in 2 key phases

Phase 1: In-depth understanding and assessment of the need for the program

Catalyst met the HR & top leadership team and had a detailed discussion about the need for running such a program. An organization wide training need analysis including BEI's with sample participant groups and their significant stakeholders was conducted by our team to arrive at a true assessment of the intervention required. It was understood that they key focus areas for development included understanding and managing self,

communication for better impact, leadership skills for managing others & building trust/ownership, project management and understanding the key concepts of finance (so that they can understand financials impacting their work area & departments better) .Further, the delivery of the program had to be unique to ensure engagement from participants and stickiness of learnings.

Phase 2: Design and Execution of the Leadership Development Journey

Given the unique nature of the intervention, Catalyst followed a holistic leadership development approach focusing on individual, team and organization level needs and designing the program accordingly.

The key steps involved in the design and delivery phase of the program were as following:

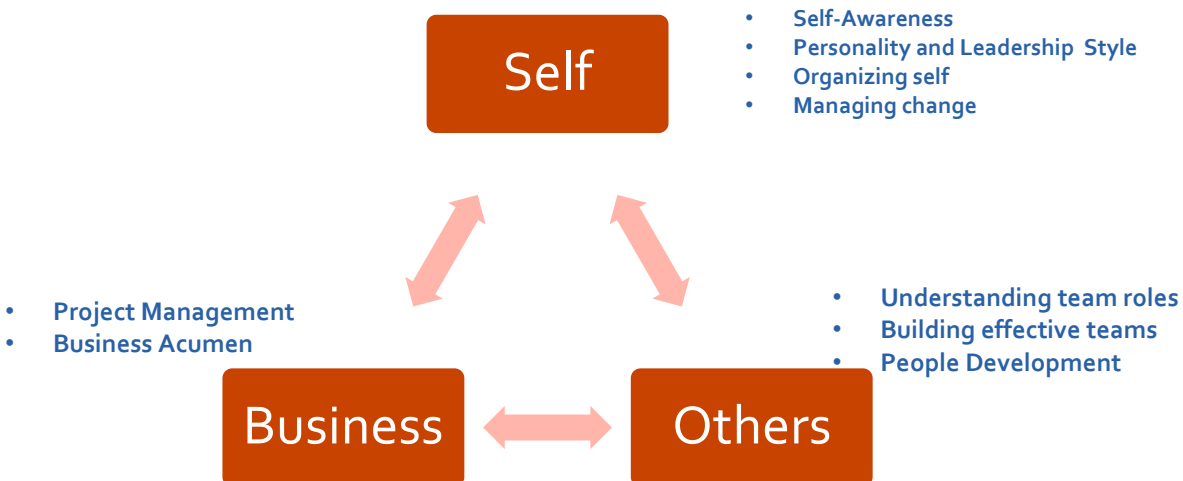
The Program Design – was done in the form of a leadership journey spread over 7-8 months where each of the 3-4 workshops planned were followed by a 30-60-90 day plan including PDP reviews, peer learning sessions and Action learning projects aimed at facilitating real life application of the workshop learnings for the participants

so that they see value in the training being imparted.

Communication - Catalyst team designed a detailed communication calendar and was involved in the roll out and implementation of the same to ensure that the program is branded well and receives high visibility across the organization. This would create top of mind recall among employees for this program and makes it aspirational for everyone.

Program Delivery – Best in class trainers were engaged to deliver the workshops in a engaging format using game based learnings, role plays, case studies, inventories etc; to ensure Whats-In-It-For-Me connect and complete participation and engagement of the participants so that the training happen in a peer learning and experience sharing pattern so that the key learning outcomes are internalized well.

The program has started on a high, and is being received very well. It has drawn lot of appreciation in the way it has been designed and implemented.



On-field assessment of Sales Team to create Learning Programs and Process Improvements!

Making observations while employees are on-the-job facing the line of fire is the most effective and honest format of assessment. Though time consuming, the results of an exercise of this sort can be quite path-breaking.

Catalyst recently successfully completed an on field Assessment project with one of the fastest growing life insurance companies in India. The scope of the project required us to visit 250 branches across North India.

The organization is following bancassurance model for selling its Life insurance products through nationalized banks. The penetration of Life Insurance products amongst PSU customers was as low as 1% thus there was huge opportunity to build business through this target group. The Project was a key strategic initiative to enhance penetration across the partner PSU Banks. The scope of the project was to assess the behaviour displayed by sales team in selected 250 branches of the PSU Bank. The purpose of the same was to identify

- Enabling and disabling behavior displayed by the Sales Manager in different branches of the PSU banks.
- The environmental factors of different branches which enhance or reduce the efficiency of sales of Life Insurance products.
- Top Recommendation to Management of the Organization, Partner Bank and Sales team to enhance on field performance of the Sales Team.

The Project was implemented in 4 Key phases:

Phase 1: Planning and Customization

Customized On field Assessment questionnaire was prepared through detailed study of Sales Manager KRA's, Job description, competency framework and their Scorecards. FGD's and in depth interviews of key Stakeholder like HR and L&D team, RSM, NSM and select branch managers were also conducted. Workshop on training of On field assessor was conducted to train them on background of the project, Catalyst methodology of assessment and the Assessment questionnaire.

Phase 2: Assessment

On field Assessment was conducted across 200 branches of PSU bank. Assessor filled structured on-field observation sheet for each branch visited and each Sales Manager who he worked with. Different behavior in different branches and overall comments on their selling and interpersonal skills of sales manager was captured.

Phase 3: Development

Data points captured as assessor ratings correlated with actual ISM and branch performance to arrive at conclusions and recommendations. Correlations based on ISM tenure, gender and ISM level were also studied. Below mentioned was highlighted

- Key skills, knowledge, attitudes and traits which differentiates a superior performer from an average or low performer
- KRA's based Enabling behaviors
- Comparative analysis of difference in behavior of Sales team in different category branches.

- Overall Branch environment observations.

Phase 4: Reports and Recommendations

Following reports were created:

- Individual report on Sales Manager,
- Report on enabling and limiting Sales Manager behaviors and Branch environment
- Recommendation report to the Organization on KRA's, process, Advertisement and Marketing were made. Also recommendation to Bank and Sales Manager to improve the approach of sales and increase efficacy was made.

Catalyst Team is still working with the Management of the Organization to follow through the recommendation. Also we would be conducting similar on-field assessment across locations for them.

For More Information

Please write in to us for more information on our training programs

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