



Facilitating change in a classic change averse culture

15.03.2016

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Client Background

Our client is a global conglomerate that is close to a 100 years old with divisions dealing in shipping and mailing, location intelligence, customer information management, customer engagement and global ecommerce. These divisions can fundamentally be split into software and product verticals with the product verticals being older. They take pride over powering millions of transactions across the world of commerce. They believe that whether it is big or small, physical or digital, they help their clients create a lasting impression on their customers.

Client Needs

This understanding of the conglomerate's needs was developed after an in depth discussion with the national sales and HR heads of India. It was decided that the below mentioned opportunities would add value to the intervention eventually contributing to the company's bottom line to create a sustainable and profitable business. These opportunities are categorized under the two sections derived from what is expected from the sales team and what is expected from the support functions.

1.1 Sales Team

This intervention was focused upon revenue generation.

- Understanding of markets and customers
- Ownership of customers
- Key account management
- Sales management
- Sales funneling and sales closures
- Creating a value based relationship with customers
- Customer mining and services

1.2 Support Functions

This intervention was focused upon process alignment.

- Accountability Vs Responsibility - Understanding the difference between the two
- Ownership of all activities that will result achieving the end result
- Working with collaboration
- Creating credibility
- Building trust
- Culture of high performance

Synopsis

The conglomerate after being a major player in the global market for many years now was beginning to see a change in their sheets and bottom lines. And this change was not for the better. It was upon observing this downward trend that they set off to meet with the top 15 training consultants in the country. Among the top 15, they felt that we were the most suited to tackle the situation because our focus was on changing the culture of the company as a whole and also every individual's level of ownership towards their job. The idea was to instil a culture of liaison and performance that was achieved by focusing on attaining interdependency. Driving in this change has already begun to improve the bottom line of the conglomerate.

Chronic Situation Observed

Upon further analyzing the motivators of the individuals participating and the company culture, the observations pointed to the persistence of a dominating culture of blame. The situation was akin to the story of the four monkeys in a room and each thought they were right and refused change altogether. Another factor that was glaringly obvious was the reluctance that was seen uniformly across different levels. A lot of employees have been in the same position for years with no growth. And they were comfortable and unwilling to let go of their comfort zone where productivity was low. This being the prevalent culture, there was no room left for ownership, accountability and performance.

Some of the key points of challenge that the conglomerate faced was

- Conflict between the department heads
- Non-performance of the sales team
- Lack of support from logistics
- Failure to deliver orders
- Lack of sales mining
- Lack of cross selling and upselling
- Unclear account management structure resulting in a very small sales funnel
- Lethargic approach of the support functions towards customers
- Lack of connectivity between individuals. The prevalent situation was that of being step ahead the other

Challenges that were expected during the intervention

The above explained situation brought forward a few areas where we as external consultants would be challenged while delivering the intervention program. The first was the presence of the X & Y generation in the same teams. The older generation, X, had a fixed idea of how the business worked and how it should be addressed. The fresh blood from the other organization i.e the Y generation has an entirely different perspective. This perspective, however, had no room for acceptance for the X generation was dismissive of them. The second was the existence of a strong fear environment which held people back from trying something new. The fear of failure due to restructuring has only added to this. The third being a situation where in some cases the leader was younger than the team members.

Our Philosophy of Leadership

Everything that happens at an organization is as a direct or indirect result of the culture that is prevalent in that organization. Typically, the culture that every organization across the world has can be fit under these five types.

- The first being the individual performance culture where every individual works towards being the best and delivering the best of results.
- The second culture is a departmental oriented culture where every individual believes that their department is best there can ever be.
- The third culture is what is called the blame culture where the organization tends to work in the outward in approach. This typically means that every individual believes that nothing is ever their fault and is every mistake a result of an external force or factor. This is the culture where you find most people saying you do your job and let me do mine.
- The fourth type of culture is called the brand congruent culture. This is a culture where every employee is extremely attached to the brand and will simply not even consider trying or using a product that belongs to the competition. Typical examples of such a culture are Mercedes, Coca Cola and Pepsi.
- The last type of culture is called the leadership culture and this is the one that we stand by! This type of a culture is found in organizations where every individual works and assists in another's success. Everyone works towards a common goal and every leader is building the next leader of the organization at various levels. This culture is the trademark of a performance driven culture.

Our Recommendation

Building a performance driven leadership culture in the conglomerate's existing framework.

As external consultants, our recommendation in this situation was to address all the different teams under the same roof at the same time to ensure buy in rather than trying to cascade the effect through the different levels of the organizational structure.

Intervention Execution

The execution of the intervention was then planned with the aim to deliver the following

1.3 SESSION – Sales Team

1.3.1 Foundation of a Sales & its Approach

- Your Mindset of sales
- Sales is a change process
- Building Value to the Market place
- Understand my role as a sales professional
- The Pond Analogy Sales Management & Its importance
- Understanding Funnel Management & its actions
- Identifying & Serving Key Customers
- Letting Customers buy than peddling products
- The SPANCO Model

1.3.2 Getting It all together

- World's Best team (Activity where both the team collaborate and work together to achieve the single vision & mission created, with commitment of their contribution to the bigger cause)
- Rhythm Activity

1.4 SESSION – Non Sales Team

1.4.1 Awareness & Acceptance

- Understanding the four insanities of assumptions
- Helping people fail intelligently
- Dependency Vs Independency Vs Interdependency
- Learning the code of collaboration

1.4.2 Getting It all together

- World's Best team (Activity where both the teams collaborate and work together to achieve the single vision & mission created, with commitment of their contribution to the bigger cause)

- Rhythm Activity

In that premise, phase one of the intervention entailed the delivery of the key aspects involved in sales and account management by our lead facilitator, Sameer Parikh, who took them through various factors like the importance of being on top of the market, the importance of funneling in the ratio of 1, 2 and 3 along with the concept of the different doors in an salesman's life and which one of them was best for them. These was delivered with the aid of some simple yet powerful examples. He also touched upon the power of data and customer mapping in making a sales man's life easier. He also touched upon how the exchange and flow of this information will ensure that the customer retention was easy and high.

Phase two of the training was specifically conducted with the aim of ensuring that the culture of blame was addressed. The concepts of dependence, independence and interdependence was explained to every participant present. An understanding of the power of interdependency was realized. To bring forward the issue of why an organization develops a culture of blame, we subtly brought it to the attention of the department heads that their personal dislike for one another was affecting the way the entire department treated each other.

Trainer Profiles

1.5 Dr. Yogesh Pawar

“Why, how and when, answer these three questions and you have the solution to every challenge.” This is the core value to behind everything Yogesh Pawar has done and continues to do.

Yogesh’s journey began at DHL where he got bitten by the bug of aspiration. This is where he felt the need to do more. And that lead him towards his role at Bharti Airtel where spent his entire time travelling and accumulating a repository of information. But the question of what next remained and that question brought him to his role at Idea Cellular. Here he was required to create training content. At this stage, Yogesh was posed with the question of what was he doing and that fueled his need to read and learn more. His learnings at Idea lead to his role at Telenor where he was presented with a unique platform to put all his learnings and experience together. He went on to establish their learning and development team across. Empowered by his success, Yogesh finally gave into his entrepreneurial spirit and began with Challenging Horizons.

1.6 Sameer Parikh

A training methodology that holds actionable points that can be measured. That is the core value that lies behind every coaching and training session that Sameer Parikh holds. A chartered accountant with a specialization in financial analysis, he also had a Ph.D. from the University of Wisconsin. He also holds specialized certificates for a number of other financial and strategy related skills. His work experience is also a mile long with a list of Indian big names and MNC’s finding a home in it through the years he spent in India and abroad. He delivers sessions based on his expertise in high level strategy, relationship management, marketing, online marketing, finance, team management and leadership.

Conclusion

The end goal of the intervention was to achieve the bottom line of the business on the whole by improving the performance of each team individually and also in sync with one another. By the method adopted, the conglomerate is now a no blame zone that functions on the culture of liaison which has in a very short span already started to improve the numbers connected to the bottom line of the conglomerate.

This is just the beginning of the story. As days pass, we will keep you updated on the results that we see.