

Affecting Change in Leadership to Effect the Bottom Line

The Hero's Way with Ignite

Challenging Horizons Pvt. Ltd.

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1 CLIENT AND INDUSTRY BACKGROUND

Our client, a MNC located across five continents, is an automotive parts manufacturer. It is one of the largest automotive suppliers worldwide. As a manufacturer of components and systems for the combustion engine and its periphery, the company is one of the three largest systems suppliers worldwide for engine systems, filtration, electrics, mechatronics, and thermal management,

As of 2015, its 75,000 employees work in 170+ production plants and thirteen research and development centers in Germany, Great Britain, USA, Brazil, Japan, China, and India. Worldwide, 5000 development engineers and technicians work as partners for MNC's customers on new products and systems.

Their belief systems stands upon the single value of quality. "Good quality is of crucial importance. There is always room for improvement!" this was the stand that the company's founder took during the early 1900's and it still serves as their model today. It extends to their current practice of ensuring that their solutions indicate technical progress that is in harmony with nature.

2 CLIENT NEED

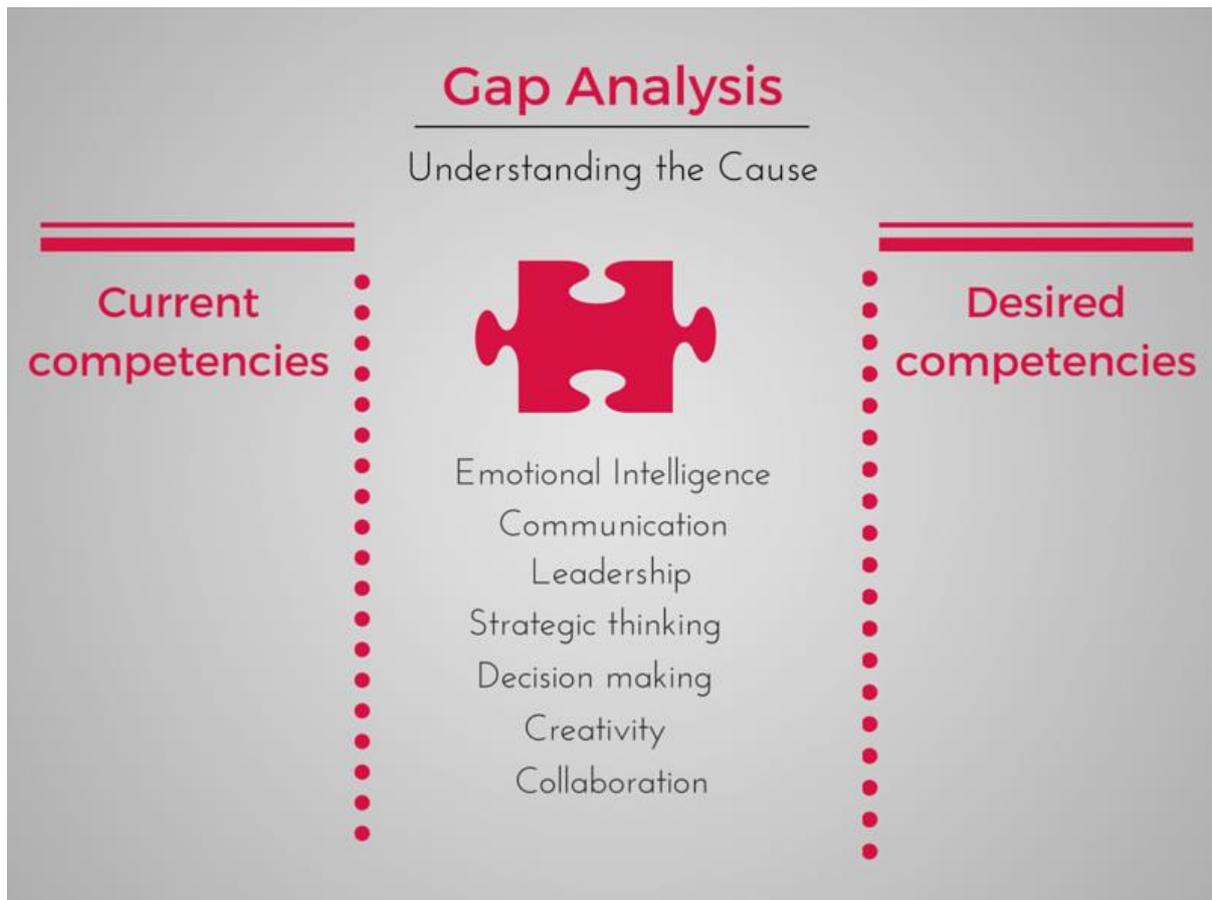
Our client runs their organization at every location based on the value of quality and high performance. But over a period in India, they had observed that a culture that was counterproductive to their motto had developed. The Human Resources Department observed that most of the individuals did not get along with each other and departments were at war with each other. This created a break in the work flow. The end result being that the quality of work done at the end of the day was not the best of what could be.

Our client required for us to identify the root cause for this recurring pattern and initiate a change. They were keep upon working the level 2 individuals who were the next in line to take on roles of leadership.

3 SYNOPSIS

Our client, a well-known and respected MNC in the automobile industry was faced with the challenge of a growing environment that was presenting challenge towards their vision of developing and delivering high quality products and solutions. It was observed through a gap analysis that some basic competencies were lacking in the individuals who were key influencers across various departments. This resulted in a lack of synergy between the various departments and was effecting the bottom line. To address this challenge, we put together an intervention program that focused on these influencers to develop synergy, collaboration, communication and emotional intelligence between them. The highly creative content created for this intervention focused on experiential learning to ensure that the learnings became a part of the individual's behaviour. The program resulted in motivating the to-be leadership cadre to setting their own goals and working towards achieving them together. Personal coaching sessions were also organized for participants that needed the additional guidance. The entire endeavor resulted in ensuring a visible influence on the bottom line of the business.

4 INITIAL ASSESSMENT



Our client had indicated to us a group of 45 top performers who they considered the star performers in their organization. These individuals were in the bracket of the hierarchy that reported to the department heads and were the human capital or talent pool that made a direct contribution to the bottom lines. This also put them in the position to be the key influencers of the organization's culture. These individuals were to be prepared to take on various roles of leadership in the coming future. The desired qualities that the stakeholder's i.e. the CEO and the board directors, indicated as a requirement in their second level of leadership are mentioned below.

- Leadership
- Communication
- Emotional intelligence
- Strategic thinking
- Creativity
- Decision making ability
- Collaboration

The first step towards initiating the change through intervention was to conduct a gap analysis. The aim of the gap analysis was to isolate the current competencies vs. the desired competencies indicated.

5 OUR FINDINGS AND RECOMMENDATION

The gap analysis leads us to the following in findings. These findings directly pointed to the areas of concern that were the root cause for disruption in the existing culture of work and leadership. They are associated with lack certain competencies and are listed below.

- Ability to collaborate
- Emotional intelligence towards their peers
- Decision making abilities
- Ability to communicate certain behaviours

On basis of these findings, we recommended the Hero's Way program fundamentals of leadership and culture change as the best way to inculcate the above competencies in all the participating individuals along with motivating them to be the future leaders and the current agents of change in the organization. This program was then, further customised to ensure that the results made an impact on the bottom line.

6 EXECUTION

Based on our findings, we identified that a key factor to making the intervention successful was to ensure that the program is fun and high on energy. The participants had to feel like they were a part of something bigger and valuable because they were valuable. That is where the idea of the program came from. The fundamentals of this program was gathered from the Hero's Way program developed from the DC psychology.

5 STAGES TO

COLLABORATION & LEADERSHIP

The ultimate result of a well oiled and bottom line oriented team is achieved when everyone is on the same page and everyone is willing to work with and for the other individual

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1 SELF DEVELOPMENT
You have to know your strenghts and weaknesses before you can work on it to get better. This stage is about understanding and learning to be better than before!
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2 EMOTIONAL INTELLIGENCE
Every individual has a different opinion about different things. EI helps in building that understanding and as a result tolerance increases.
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3 UNDERSTANDING THE ENVIRONMENT
The environment is te result of what all the individuals participating in it contribute to it. With the help of better understanding self and EI, this is stage takes you through how to build a better environment of performance and leadership.
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4 COLLABORATING TO GET RESULTS
As a result of a change in the perception, the methods and ways of working also changes. The result of better collaboration and communication.

**BOTTOM LINES BEGIN TO
LOOK A LOT BETTER**

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PHASE I: IGNITE

Ignite began with first piece that was focused upon self-development of the individual. This piece functions of the principles of the Coloured Brain Communication Inventory (CBCI). CBCI helps an individual understand what the basic genetic coding of his brain is which dictates his view of the world or a situation. At the same time, it also helps him understand the other brain colours and how they view the world or the same situation. The result of this activity is that the participant develops a better understanding of himself and also develops tolerance to the other individuals who share an environment with him.

The second piece was focused on the environment. This functions on the principle that the environment is a result of what all the participating individuals contribute to it. It takes the participant through how his actions impact the environment. It stresses upon acting intelligently in a situation instead of reacting to it immediately. This helps them focus upon the end goal which is the bottom line and makes it easier for them to work together to overcome a challenge instead of finding a person to lay the blame on.

By the end this training that was high on creativity and experiential learning, the participating individuals had developed an understanding of the importance of the four competencies that were

found to be lacking during the analysis. The participants were also motivated to integrate these into their every choice or decision. Collaboration, decision making and communication had taken the fore front. The differences that existed between the individuals while executing

a task had dropped. The participants created clear goals associated with timelines themselves. These goals also created an environment of high positivity as a result of the synergy that had developed between all the teams and its leaders. These goals were captured and shared with the stake holders i.e. CEO and the board of directors who agreed upon the actions listed out in them and engage in supporting them.

PHASE II

In this phase, the focus was upon helping individuals take the learnings from Ignite and apply them to their daily work life. This was phase was key to ensuring that the intervention was a success. To accomplish this, from the list of participants who attending Ignite, the individuals who wanted to achieve the goals they set but were struggling with the “how to do it” were identified. In this situation, it was 9 individuals from various departments. These 9 individuals were then put through a series of personal coaching sessions which helped them further identify their challenges along with the different ways to work around them. These personal coaching sessions helped them identify their strength and weakness better. It was helped them develop their emotional intelligence further. They actively worked on understanding their colleagues and environment better. This developed a sense of synergy with the entire team and that of the team with the departments.

7 THE RESULT

Presenting the effect of the training program in with words of our client!

What kind of a change do you see within the team members?

- Employees are taking conscious efforts to not to blame the team members - No blame zone
- A major change in respecting each other
- Self-realization in their area of development has been promptly seen and are propelled to take the change true to its spirit.

Do you see a change in people's approach towards their work and communication?

- We see the change in the way people approach each other. The positivity is palpable
- Dedication towards their own work has also increased as we have received couple of awards from customers in 2016

Do you see a cultural change incorporated post the Hero's Way training interventions?

Some of the topline employees selected for the program have really acted as influencers and the change in the environment is quite obvious as a result.

This improved culture and synergy has just begun to show effects on the bottom line and this is just the beginning!