

Preparing Hi-Potentials for higher responsibilities for a World Leader in Cloud Computing

The Situation

A world leader in cloud computing, this client is on the road to a 3x growth in the next 3-4 years. With accelerated growth in a competitive environment, and a non linear, dynamically changing country, growing talent from within to provide excellent adaptive leadership was a clear need.

Vyaktitva was invited to take 18 Hi-Potential talents through a journey as they moved from Individual Contributors to Team managers and in many cases took on expanded site wide teams.

The Complexity

The Hi-Potential talents excelled in their core function areas, but found leading and developing people, holding the paradoxes of looking around the corner and yet taking quick action, stretch collaboration including engaging with conflicts, effective non-technical communication among others very challenging. What had made them successful as ICs (independent contributors) was preventing them from flourishing at the next level.

Vyaktitva was invited to work with this group and design a journey with an audacious ask of 100% positive movement.

The Intervention

A thorough analysis through appreciative enquiries with the participants, their supervisors and the senior leadership, enabled us to design an effective journey and set up gauges to measure success.

The 6 month journey included, 2 in-person workshops, monthly virtual group coaching sessions and input workshops and design and roll out of collaborative cross functional and cross locational business impact projects.

One of the core focus areas was - enabling the Hi-Potential talents to be able to identify their limiting behaviours and deep dive to restructure their beliefs and mental models to shift to more enabling behaviours. This included building emotional intelligence and capacities for conflict resolution, empathy, collaboration and adapting a win - win approach.

The other focus area was systems thinking to enable the group to build their capacities to map, diagnose and identify levers in a fast changing interdependent world, and increase the potential to look around the corner.

Third meta capacity that was built was interpreting and narrating authentic stories - being able to understand and interpret the complex stories and be able to communicate authentically and clearly.

The Impact

17 participants completed the journey and all showed positive movement on the agreed matrix. The successful completion has resulted in Vyaktitva being invited to design and facilitate another journey for Hi-Pots at the Asia Pacific Japan and Greater China region. This journey is ongoing.