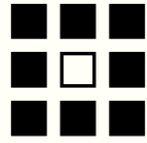




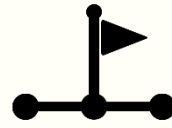
# Case Study: Building a high performing HiPo team for a global FMCG leader

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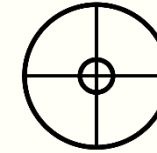
## THE CONTEXT & THE NEED

- The global FMCG leader had been feeling the **pressure of growing competition** on one hand and stagnating demand on the other in their India operations for some time.
- They were also witnessing a **steady loss of high potential talent** at mid levels to competitors who were more than happy to woo them with positions and compensation packages in order to get ready, high quality talent. The client had a growing realization that their career growth model was not tuned to the aspirations of high potential talent in terms of challenges, opportunities, growth and reward and recognition.
- They **needed to stem the flow** soon.



## THE ASPIRATION

- While their people processes had to be in line with the global HR and R&R policies, the company was thinking of **new ways to create a robust leadership pipeline**. Their thought included identifying a cross section of **young high performers** with 6-8 years of experience across the organisation who could be taken through a **leadership development journey for taking on higher leadership roles to spearhead the business in the coming years**.
- Prior to this, the company and Vyaktitva had **worked together** on developmental interventions at **senior levels** and there was **increasing resonance to Vyaktitva's philosophy and model of holistic development**.



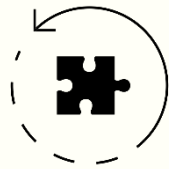
## THE OBJECTIVES

Vyaktitva was invited to **design, develop and implement** this journey for the organisation.

The **specific objectives** of the intervention were:

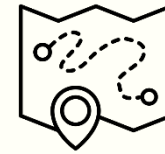
- To transform the young hi pots by **building holistic leadership competencies**.
- To get the hi pots to **apply the newly developed learnings in the real world and create impact**
- **To institutionalize this journey** – by creating an **aspirational platform for developing a leadership pipeline** from within and across the organization. Thereby **motivating increasing numbers of young performers to perform at higher levels** and be selected for the program.

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## OUR APPROACH

1. We conducted **appreciative inquiry** with all the business and other leaders 1-on-1 to understand the context and expectations from **all the perspectives of each of the stakeholders**
2. We **articulated the design considerations** – using **Instructional Design** to identify the leadership behaviours, expected impact and the learning gaps, designing the learning strategy and delivery methodology based on adult learning principles.
3. Additionally we **built a method for building the real world connect into the developmental journey in the form of an Action Learning Project(ALP)** based on a real world current challenge the organisation was facing in the marketplace.
4. We involved the top leadership as sponsors to directly invest themselves in the journey at specific milestones to share their insights as well as monitor the ALP progress.



## THE JOURNEY

1. The first batch of HiPots went through a 12 month long developmental journey **that hinged around five key leadership levers – *Systems Thinking, Deep Self-Awareness, Interpreting and Narrating stories, Learnability and Building a Joyful Community.***
2. The journey consisted of group workouts, 1-o-1 transformational coaching with an experienced coach, self learning modules and the ALP which worked both as a resource for learning as well as for applying the learnings in a systematic manner.

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“If you ask me whether we should continue this program over the coming years, I have only one thing to say.

The program should not be limited to India region. Looking at the way we are benefiting, and how the people are learning and growing, it needs to be made a global offering. I am instructing my HR to take it to the head office as a global HR initiative.”

- CEO

1. The program has become a flagship developmental initiative for the organisation and is now in **its 7<sup>th</sup> year of running. successfully**. The global shared services company of the FMCG global has joined hands and started nominating their hi pot leaders to the program since last 2 years.
2. **A whopping 90% of the participants** have fast tracked through the organisation- getting promoted faster, seconded to geographies around the world, assigned higher responsibilities and larger teams.
3. Participants have greater visibility on the global platforms through winning accolades for their highly successful ALPs that ranged from increasing market share, penetrating rural markets, optimising the distribution system, mastering modern trade, sustainability and environmental protection etc.
4. The program has become one of the most aspirational rewards for the employees with a clamour to get selected every year.
5. The programme received appreciation from global parent organisation for its uniqueness in developing holistic leadership capacities and competencies, going way above **Vyaktitva** its existing competency framework.

# Case Study: Building a high performing HiPo team for a global FMCG leader

Our leadership development model is centered on the Triple Helix of Leadership™



## 1. Self Leadership

An Inside-Out journey which allows an individual within a Leadership Team to examine deep structures and mental models

## 2. Shared Leadership

The diversity in a team is leveraged to build the leadership team's performance, accountability and warmth towards each other by enabling non-silo'd, systemic approaches .

## 3. Group Leadership

Connecting, inspiring, creating a collaborative and joyful community within each of their leadership pyramids focused on performance.

*These 3 strands of the Triple Helix of Leadership™ interplay to create a sustainable and high performing Leadership Team. The process typically involves structural change that evolves the Leadership Team's ability to perform at significantly higher levels*

# The 5 Meta Capacities as the foundation of Holistic Leadership



Decision Making is the cornerstone of leadership, Integral to this are learning ones values, stances and goals which involves identifying deep seated structures and mental models.

One of the leadership capabilities of deep empathy is predicated upon deep self awareness and its exploration.



To balance the delicate organizational system leaders have to create the energies that will fuel the system and also surface & mop up the toxicities created by a system in action.

Joyful community is a toolset of boost and ballast processes designed to provide balance and energy to the organizational system.



Business and other human endeavours are systems, bound by invisible fabrics of interrelated actions, which often take years to fully play out their effects on each other. Since we are part of that lacework ourselves, it's doubly hard to see the whole pattern of change. Instead, we tend to focus on snapshots of isolated parts of the system, and wonder why our deepest problems never seem to get solved.

Systems thinking is a conceptual framework, a body of knowledge and tools to make the full patterns clearer and to help us see how to change them effectively.



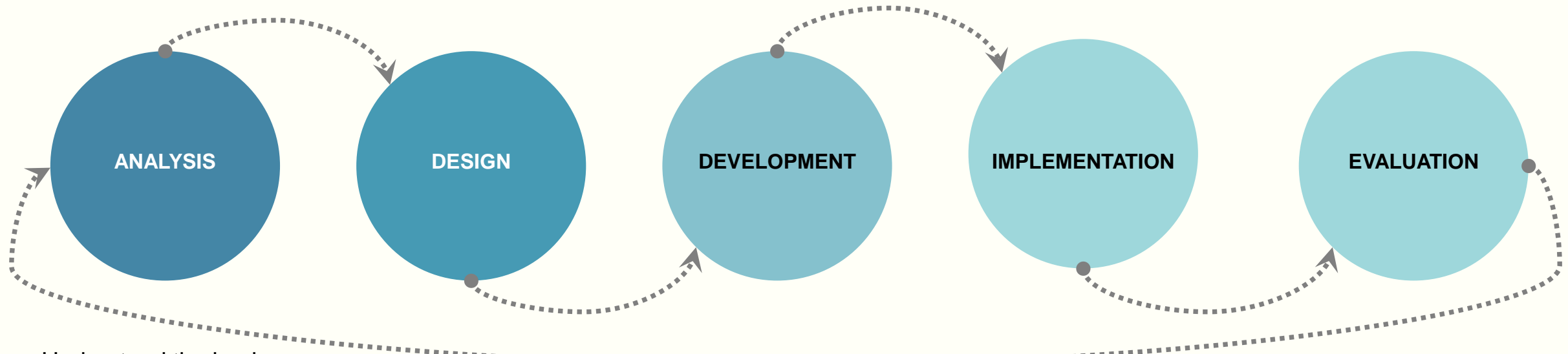
Leaders need to learn, understand and empathize with multiple viewing points. Interpreting and narrating the complex truths is a competency that leaders must continually sharpen and wield.



To constantly learn, adapt and thereby continually evolve towards living the leadership model is the edge that will strengthen a leaders ability to counter complexity & ambiguity.

Learnability is as much a developed ability as it is an attitude and a way of life.

# We used the ADDIE model of Instructional Design integrated with Adult Learning Principles to create business impact



- Understand the business & its context
- Understand real life business situations and the gaps
- 1-o-1 s and FGDs (if required) with stakeholders, participants
- Understand interventions deployed till now for this team (if any)

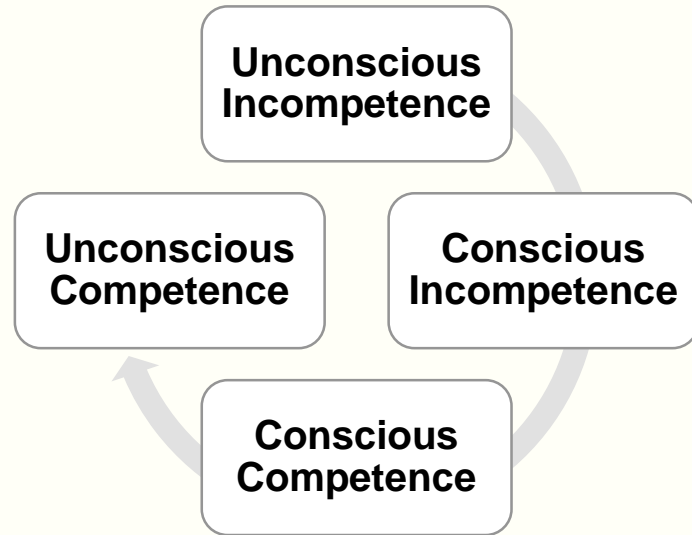
- Design the intervention & finalize instructional strategy
- Finalize the design with the Stakeholders
- Create the evaluation process and parameters
- Give input on other people systems to enable the intervention
- The themes and the complete program design is shared after completing the analysis meetings with the key stakeholders.

- Develop the intervention/ program and decide on delivery methodology for the desired impact
- Develop evaluation tool (if required)

- Implementation of the Capability Building intervention – workshop + coaching
- Advise on integration of the current processes & practices

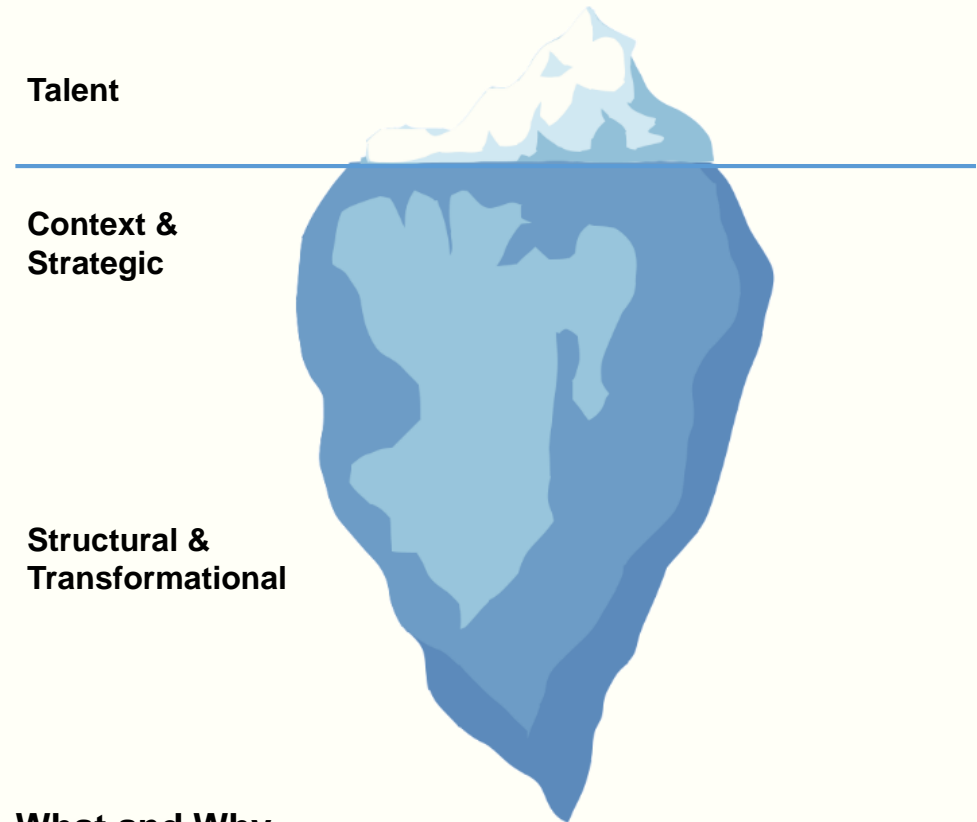
- Evaluate effectiveness as per plan

# Transformational Coaching -Building New Capacities and Competencies



## How

The fundamental objective of Executive Coaching is to take the Coachee from Unconscious Incompetence through to Unconscious Competence



## What and Why

The focus is on making fundamental breakthrough's using insights gained through deep self awareness. Coaching will encompass all three approaches in a spiral development and the coach will apply the relevant styles and frameworks based on the progress.



# The Tatva Model™ – a Holistic Model for Organizational Development



# Thank You

To find out more, do write to us at  
[enquire@Vyaktitva.net](mailto:enquire@Vyaktitva.net)  
[www.vyaktitva.net](http://www.vyaktitva.net)