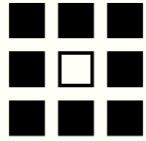




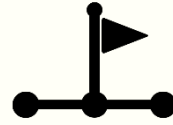
STARTING A NEW BUSINESS GROWTH CURVE THROUGH AN OD INTERVENTION

CASE STUDY: STARTING A NEW BUSINESS GROWTH CURVE THROUGH AN OD INTERVENTION



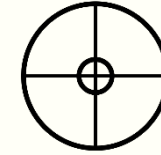
THE CONTEXT & THE NEED

- At one of our client meetings the client told us that the big problem they were experiencing was a slowing down of their growth curve. One of the leading organisations in the domestic foods business in, they had been losing market share to their nearest competitor who had been growing at twice the rate. While the company had the best of talent and was an enviable brand, there was clearly a challenge to the future of the company.
- The company had been established in 1974 as a wholly owned subsidiary of a large food development board under the aegis of Government of India. The company's vision was to provide quality food and beverages to consumers at affordable prices while ensuring fair returns to the producers. The company had established a network of self owned retail outlets as well as partnered with other food retail outlets to sell their products. The products had been well received by the consumers and the company had seen a steep growth for the first few decades establishing themselves as the market leaders. However something had started going wrong leading to the current situation of declining sales and employee morale.



THE ASPIRATION

- The company reached out to Vyaktitva to help them understand what factors were holding the their business growth in spite of a strong brand recall and large distribution network. They were keen to reclaim their leadership position and re-establish themselves as an aggressive market player with a growth mind-set and a model for sustained success
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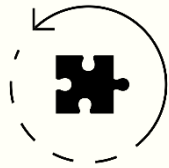
THE OBJECTIVES

Vyaktitva was invited to **design, develop and implement** an intervention for the organisation.

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

- To diagnose and correct the factors contributing to declining sales
- To strengthen the performance across the organisation thereby creating a positive energy resulting in a highly motivated workforce.
- To create a new, high growth, sustainable business curve keeping in line with their long term vision and strategy

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OUR APPROACH

At Vyaktitva, we use EPOWER7™ framework, the spiral for all organisational interventions. This 7-step process is a powerful method for ensuring our diagnosis of the **fundamental systemic issues** leading to organisational challenges is deep and our intervention design addresses them so as to bring holistic and sustainable transformation.

- 1. Excavate for the real gaps-** Using our Tatva Model™ that emphasizes systemic interdependencies and gaps rather than linear root cause analysis, we discovered the real gap- the Difference that made the Difference lay in the misalignment between the SKY (Mission, Vision, Strategies and Goals of growth and scale) and the FIRE elements – that of having a shared purpose, shared leadership, ownership of the team goals and having authentic conversations between the leadership team.

EPOWER7™ | SPIRAL FOR EFFECTIVE GROUP INTERVENTIONS



CASE STUDY: BUILDING A HIGH PERFORMING HIPO TEAM FOR A GLOBAL FMCG LEADER



THE JOURNEY

Building a sustainable, systemic solution to any Organization has to be driven by a context and a vantage point. Excavate had provided it to us through the SKY-FIRE gaps where leaders had been working in silos, not willing to address inter-silo issues through authentic dialoguing for fear of losing harmony and above all being activity driven instead of performance driven This was also to do with weak ownership, accountability and consequence management. We decided to focus on building leadership capacities in the topmost leadership team using our framework of **Triple Helix of Leadership™** for Self, Shared and Group leadership development. Focused on **building meta capacities** of systems thinking, Joyful community, self awareness, learnability and authentic stories in this team based on our model of of Holistic Leadership, we knew the salubrious effect this positive change could bring to rest of the organisation

2. Envisioning of the Solution Design- A Leadership Workout for the sales leadership team and key stakeholders was facilitated by us where the findings of our analysis were presented and a road map for the intervention ahead was co-created. The stakeholders also experienced Authentic Dialoguing while creating and articulating their Vision. This created ownership and positive energy within the sales leadership team & other key stakeholders.

3.&4. Enable and Execute the Intervention- We started by a series of Leadership workouts to build the 5 leadership meta capacities along the **Triple Helix of Leadership™** first for the Leadership team and then for the layers below in sequence.

A goal setting workshop was conducted to help align the KRAs to the articulated vision.

This journey also saw creating of shared leadership framework - spaces, designing and setting up of processes and people to support the Shared Leadership Journey and also outlined the governance mechanisms.

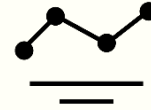
CASE STUDY: BUILDING A HIGH PERFORMING HIPO TEAM FOR A GLOBAL FMCG LEADER



THE JOURNEY

5 & 6. Evaluate & Energise - The Vyaktitva intervention is designed such that from the very first set of conversations with the stakeholders, there is creation of a positive energy in the system that excites and makes them inspired and excited about the change process. The evaluation is a constant process of evaluating outcomes as well as feelings in the system that allows for quick course correction. Tracking through continuous feedback, a dipstick survey and regular governance and review sessions, we were able to ensure that the progress was as per the plan.

7. Enshrine- We understand that the success of our design and solution would be valid if the organisation adopts the new capacities, processes and practices as the new normal. This is possible through a powerful design that keeps the end objective at its heart and a meticulous implementation. At the end of our journey, the organisation was fully prepared to run on its own along the new growth curve.



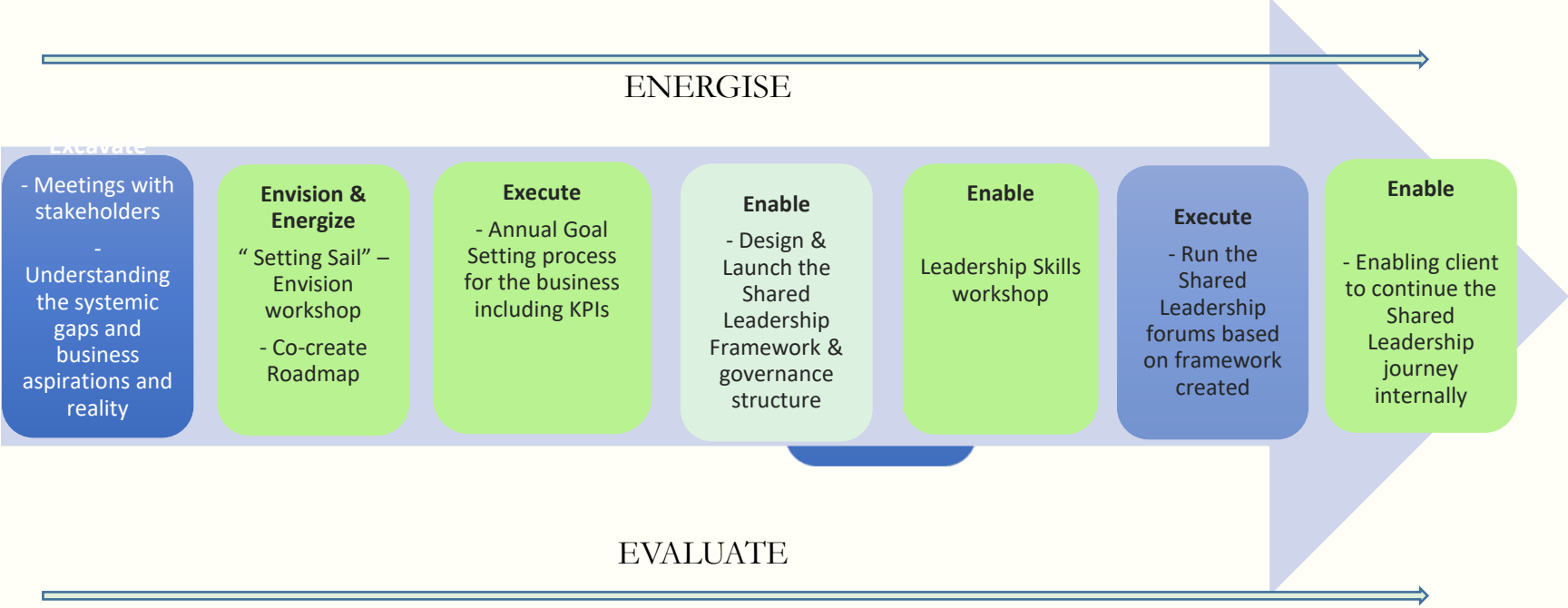
THE IMPACT

Some of the key significant impact areas that were observed through this journey were :

- Improved sales performance and results
- Framework / Spaces / Process created to help build Shared Leadership
- Shared Leadership in action – where the authentic dialogues happen and key org decisions are taken collaboratively
- Leaders wearing both the functional and organizational hat
- Collective Ownership of a clearly articulated Purpose and Vision that binds the sales team
- Increased alignment and collaboration between the sales team and their key stakeholders
- Trust deepening and new curve behaviours beginning to align
- Better focus on strategic and operational business areas leading to smooth flow of execution between functions and harmony at work
- Increased transparency and openness
- Initiation of the Authentic dialoguing process

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THE JOURNEY



CASE STUDY: STARTING A NEW BUSINESS GROWTH CURVE THROUGH AN OD INTERVENTION

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*

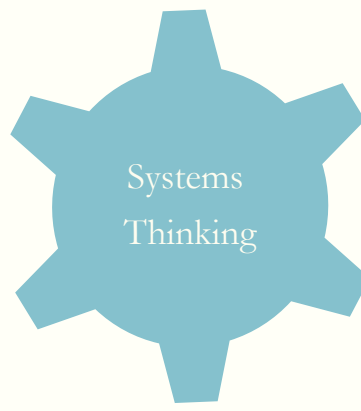
THE 5 META CAPACITIES AS THE FOUNDATION OF HOLISTIC LEADERSHIP



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 organisational 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 organisational 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.



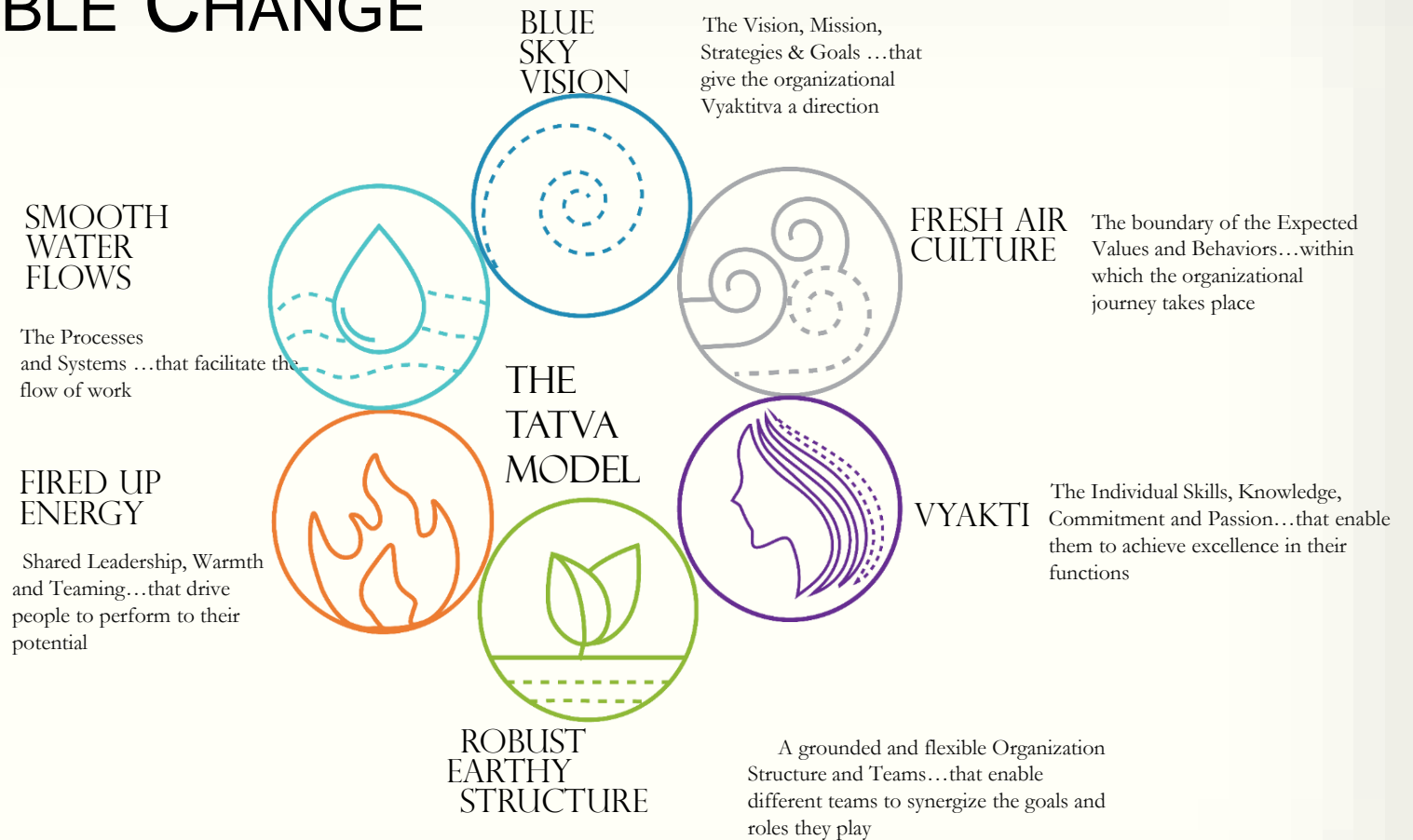
To constantly learn, adapt and thereby continually evolve towards living the leadership model is the edge that will strengthen a leaders ability to counter complexity & ambiguity. Learnability is as much a developed ability as it is an attitude and a way of life.

IMPACTFUL SUSTAINABLE CHANGE

THE TATVA MODEL™

Organizations are systems and systems have high leverage points. Everything is interconnected, interdependent and dynamic so solutions that create impact have to be systemic.

The interdependence of different elements in an organization is so deep that to try and impact any one without touching another would be impossible. When you pick one piece of this universe, the whole universe comes attached with it. From this Gestalt philosophy has sprung our model of performance enhancement – holistic wellness for the organization vyaktitva.



To be effective in the complex, non-linear environment in which we increasingly operate we have to carry a systemic approach to Organization Design and Development. The TATVA model is the basic building block that carries this systemic design

THANK YOU

To find out more, do write to us at

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www.vyaktitva.net