

How High Trust led to Customer Delight for this global electrification, automation, digitization and smart infra company

Employee Strength
10000+ employees

Industry
Engineering

No. of Managers
850

Challenge

With an overall slowdown in the industry affecting the company, the clear strategy was to get as close as possible to their customers, build closer connect by understanding their requirements and prepare for good times to come by supporting them in these difficult times. Another important clarion call given by the leadership team was for building a **CUSTOMER FIRST** culture – a way of life for the organization which would put customer at the heart and core of what they did and how they did it.

One area required more work to be done – building a culture of **OWNERSHIP** in the way organization operated internally. And the goal was to enable managers and leaders to own the employee experience and thereby catalyze this cultural transformation.

- 1.To move the needle on employee engagement, as measured by the Global Employee Satisfaction survey
- 2.To become one of the top 50 most preferred employers in India by 2018, as ranked by Great Place to Work® Institute.
- 3.Enhanced engagement to result in improving the employee experience during their Performance Management process, as measured by their internal survey specifically designed for the purpose.
- 4.Build a culture of Ownership in the organization.

This became the bedrock of the entire intervention that was designed and delivered, along with the internal project team.

Creating a supportive eco-system:

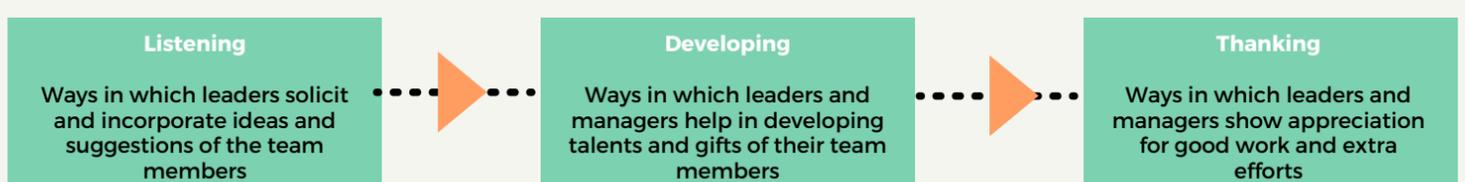
- 1.In order to drive this intervention to its logical conclusion and ensure positive impact, one of the first actions was to constitute 3 teams
- 2.The Steering Committee represented the overall interest of the stakeholders in the project and was entrusted with the role of lending thought leadership as well as being a watchdog of the project.
- 3.The Project Team comprised of representatives and Hi-Pots from different divisions as well as the Learning and Development Team. They were responsible to ensure that the entire intervention runs smoothly and as per schedule.
- 4.The Batch Anchors were responsible for the activities related to a batch of participants, and to participants in the action planning implementation, and review the implementation stories posted by them.

Intervention Framework

Phase 1: Mirror on the wall: Outcomes of Diagnosis

Through this diagnosis which consisted of Appreciative Inquiry meetings with leaders and Focus group discussions, the opportunities for the managers (participants) to improve the employee experience were categorized in three broad areas called Practice Areas:

Practice Areas Identified



Phase 2: Transformation kick off with Workshops

Two workshops were delivered that covered over 800 leaders and managers:

- 2-day workshop, including action planning for the participating managers with people management responsibilities
- 1-day workshop for Senior Leaders -Leaders as Champions

The workshops provided unique opportunities for participants to discuss their workplace challenges and seek solutions and ideas from the co-learners to deal with such challenges. The facilitated discussions also highlighted the need for building trust and behaviors which help managers build their trust reservoir. Managers also became aware of behaviors which have the potential to deplete trust in their team. The emphasis was on coming up with practices to influence the employee experience at the workplace by particularly focusing on the 'ways' of doing it!

Phase 3: Implementation

Managers created unique and contextualized practices and with the support of the Batch Anchors and Project teams implemented these plans over a period of 12 weeks.

Some unique practices by managers:

Aur Sunao (Tell me more!): Consider one on one meeting as top most priority and conducting it with a clear and mutually agreed agenda. Allow team member to speak first create bi-directional open communication and consequently an effective quality relationship.

Wah Bhai Wah: I shall identify opportunities to thank my team members unique and individualized way on their remarkable contributions / achievements / giving personal best on job etc. One of the sub action area is that every team member is given a set of Thank you cards (Wah Bhai Wah cards). Team members including me shall write individual thank you notes. The idea is to encourage members to thank their colleagues every time they do something good or special.

Udaan (Flight): Connect with individuals one on one monthly to understand their aspirations and progress. Identify development area and monthly review of the goals and the development plan.

Gear Up: Encourage employee to share their experience in key projects in monthly meetings and give presentation. Mentor -Mentee concept for new colleague and Junior; Encourage the team to discuss internally about 1 development area Product knowledge; Arrange supplier and customer visit to understand better our product.

Phase 4: Measuring Impact:

To measure this change, and as the next step, the participants' team members responded to the People Manager Effectiveness Survey (PMES).

The post survey results showed that 81% of the managers exhibited a noticeable change in their behaviors and their initiatives made a difference to the people who worked with them!

Our Impact



- The Employee engagement survey score **moved up by 13 points** and the organization was certified as a **Great Place to Work**
- They also saw a **+35 points** jump in their Customer NPS score

The Business Impact was measured as an impact on attrition, improvement in utilization, decrease in escalations, savings in terms of resources, time taken for a particular task as well as improvement in other metrics which measure performance at either team or individual level.

The organization went on to integrating this certification as part of their Talent Management and Career Progression processes internally.

Experience a compounding impact on engagement & business

GET YOUR MANAGERS CERTIFIED!

Contact us @9313166760
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