

# Excellence in Delivery Management

## Transforming the middle management leadership

The Management Development Academy (MDA) of the client company was faced with a steep challenge. The mandate from higher management was clear, “stop attrition of high potential middle managers and develop them for the next level of leadership to operate in a challenging and highly competitive global environment”. It was no easy task as the middle tier for a global company operating in 120 countries consisted of more than 5000 managers. Equipping them with a global and competitive mindset meant covering a whole range of topics including management skills, business knowledge, communication skills, innovation, industry-specific knowledge and people management skills. The MDA realized that the need of the hour was a business management course customized specifically to the organization need.

ISB’s expertise in designing long-duration, multi-module programmes combined with a rich mix of global faculty and world class facilities for classroom and virtual learning made it an ideal partner for collaboration. ISB’s *Centre for IT and Networked Economy* (SRITNE), a think-tank on IT-specific business research, collaborated with the Centre for Executive Education (CEE) to jointly develop the course.

“We partnered with the custom design team of CEE to develop the right curriculum. It was designed to address all the necessary areas that we thought were needed for developing future leaders for our company.”- says a member of the team from MDA who co-designed the programme.

## Programme Design and Customization

A detailed scoping exercise was carried out before designing the programme. Structured interviews were held with senior management as well as focus groups from the target audience. This gave the design team a thorough understanding of the organization’s current training initiatives and their effectiveness. The ISB also had a repository of courses which were customized and used as part of this course. Based on the inputs from the discussions and extensive consultation with the faculty and the MDA, the course structure was finalized.

“The design team had to create a scalable solution to train a large number of participants across multiple locations. This was a big challenge”, says Deepak Chandra, Deputy Dean, ISB. “Thus we

## CLIENT

A Fortune 500 management consulting, technology services and outsourcing company with employees across 120 countries.

## PROGRAMME CONTEXT

To enhance the overall competencies of the middle-level management and create a robust leadership pipeline for all-round delivery. To contribute to the personal and professional growth of participants and help attract and retain high calibre talent.

## PARTICIPANT PROFILE

High potential middle management associates at the levels of Team leads, Associate Managers and Managers.

## LEARNING SOLUTION

A 6 year certification programme delivered over 3 stages with classroom training, online courses, Active learning and Evaluation (ALE) exercises and seminars by global faculty. Each stage is concluded with an exam resulting in Silver, Gold and Platinum certificates for Team Leads, Associate Managers and Managers respectively

## IMPACT

The programme helps the company identify and nurture high potential candidates for leadership positions and provides

decided on a blended-learning approach where classroom sessions were complimented by e-learning, recorded seminars, Active Learning and Evaluation exercises (ALE), questions banks and training by in-house trainers trained by ISB faculty”.

While business management courses were designed by ISB, the domain specific courses were co-designed by ISB and Subject Matter Experts (SMEs) from the client organization. ISB faculty conducted Train the Trainer (TTT) sessions for in-house trainers. Considerable effort was also given to capturing the tacit knowledge of the faculty and SMEs during creation of the online courses.

Once the course was developed a pilot run was done and the course was again customized based on the feedback.

### The Programme Details

The programme, intended for both the Delivery and the Operations group, has 3 stages spanning over 6 years. Each stage is divided into a core module and an elective module. At each stage there were Active Learning and Evaluation (ALE) exercises that were designed to tie and reinforce the learning to on-the-job performance. The topics in the ALEs included Project Planning, Data Driven Decision Making, Productivity Management, Business Case Development and Innovation and Delivery Management.

“The ALEs were a big value addition. Because the projects were designed around topics encountered on day-to-day jobs, we could relate to them much more and have a greater learning out of them” – says a participant.

STAGE 1	STAGE 2	STAGE 3
Core – 32 hours Elective – 8 hrs Total 40 out of 80 annual training hours	Core – 44 hours Elective – 20 hrs Total 64 out of 80 annual training hours	Core – 40 hours Elective – 24 hrs Total 64 out of 80 annual training hours

A key consideration during the programme design was the limited time the participants had away from their jobs and the large number of participants eligible for the programme. Thus, around 50% of the course was classroom based and 50% was through online courses. Seminars were planned from time to time on relevant topics suited to the needs of the industry. The seminars were delivered by faculty from ISB and were hosted on the organization’s intranet for access by all employees.

At each stage of the programme, participants had to qualify in an examination on the core courses. On successful qualification and completion of each stage participants were given a certificate co-branded by ISB and the organization, based on the level of the associate.

- Silver Certificate for Team leads
- Gold Certificate for Associate Managers
- Platinum Certificate for Managers.

## Impact and Evaluation

“We are a delighted by the response to this offering” – says a member of the L&D team when the

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*“The programme helps the organization to identify and evaluate high potential candidates for future leadership roles and plan their growth path resulting in better role clarity and less attrition amongst the high achievers.”*

*Client L&D Coordinator*

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CEE design team met them after the first level of the programme was concluded. The excellent programme design and execution and the great feedback from participants convinced the management about the lasting value the programme can create. Hence they decided to commission two more such programmes, one for their BPO division and another for their Business Operations (Biz Ops) group. Thus two more programs were developed specifically customized to the needs of the BPO and Biz Ops divisions.

This programme has achieved a high aspirational value in the organization. Till date more than 10,000 associates across different levels have enrolled in the programme. The rigorous selection process, comprehensive course coverage, touch evaluation criterion and ISB’s co-branded certificate make this a much sought after programme for participants looking for high growth within the organization.