

# Leadership Excellence and Development Programme (LEAD)

## Developing Future Leaders

The client is one of the largest global telecommunications equipment makers with more than 18,000 employees. The India operation of the client was growing at a fast pace in spite of facing tough competition from Chinese device manufacturers. The need was to rapidly develop middle level managers to senior leaders and equip them with the right skills to handle the growth and create a competitive edge for the company.

Senior global leaders of the company were already participating in the Inside India programme by the Centre for Executive Education (CEE) at the ISB to gain insights into the Indian consumers and understand the new reality in the Indian business. “The great feedback of the Inside India programme made ISB the natural choice when we started thinking on creating a specific programme to develop the second line of leadership for our India office”, says the Vice President, People and Culture, of the company.

“Our India operation has grown from 600 people in 2007 to 2000 people in 2009. This has resulted in faster promotions to managers, without preparing them for those positions: From leading 5-member teams, now managers have to lead a team size of 300 people and they are grossly unprepared to handle this rapid growth”, he continues while discussing the need for the programme.

## Programme Design and Customization

CEE’s custom programme design team conducted a diagnostic study to better understand the needs of the company and interviewed the CEO, Management team members, HR/L&D team, and a focus group of potential participants. The study unveiled the following key expectations from the course:

- Strategic Thinking and Customer Focus
- Business and Commercial Acumen
- Operational Excellence and Innovation
- Leadership

The design team also understood the internal leadership competency framework of the company, which consisted of Team Leadership, Personal Leadership and Thought Leadership. While designing the course a lot of focus was given to integrate this framework with the leadership module in the course.

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## CLIENT

A top global provider of telecommunications equipment, data communication systems and other related services with presence in more than 180 countries.

## PROGRAMME CONTEXT

In line with the high growth in the India operations, it was necessary to develop the general management competency of the middle management team so that they can steer the company to the next level of growth.

## PARTICIPANT PROFILE

Department managers with around 10 years of experience reporting to unit or functional heads.

## LEARNING SOLUTION

A two-phase programme covering areas of strategic thinking, customer focus, business and commercial acumen, operational excellence, innovation, and leadership along with executive coaching and action learning projects.

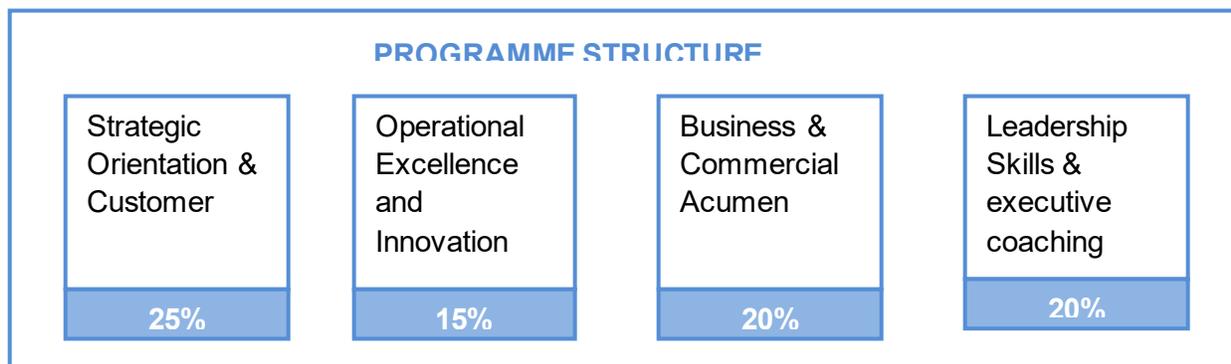
## IMPACT

The programme helped participants gain overall general management competencies. The action learning projects which participants implemented as part of the programme delivered direct business benefits.

“We are in the business where technology is changing at a rapid pace and we are now facing a lot of competition from the Chinese manufacturers. We are now shifting to a more customer focused strategy. But the challenge is about how to use the common resources of the company to satisfy a multi-customer model; how to bring cross functional teams to deliver and how to ensure highest quality but lowest cost of ownership for our customers” – says a potential participant during the discussion with the diagnostic team.

### The Programme Details

ISB recommended a two phased general management programme to develop general management competency to the associates so that they can be more effective in their workplace.



Phase 1 consisted of modules on Strategic Orientation & Customer Focus, Operational Excellence and Personal Leadership Skills while Phase II consisted of Business & Commercial Acumen, Team and Organizational Leadership Skills (with Executive Coaching).

*“The interest and sponsorship from the CEO himself ensured that participants delivered their best in each project”*

Dr. Mantravadi, Director,  
Custom Designed Programmes, ISB

“One of unique highlight in the course was the executive coaching that was incorporated into the programme for the participants. In addition, 360 feedback and Action Learning Projects were also implemented” – says Dr Pramod Mantravadi, Director, Custom Designed Programmes at ISB.

For Action Learning Projects, the CEO himself identified key strategic challenges for the coming 5 years for the company. This not only ensured that the company benefitted from the combined experience of the participants who worked as internal consultants but also that the participants got to work on real life projects directly related to their area of work. 4 projects were chosen each

for the 1st and 2nd group. The participants worked between the phases on these projects and presented the results to the CEO at the end of the programme.

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## Programme Success

*“The high standards of delivery by the faculty, the relevance of the course materials to our business and the valuable insights from fellow participants were very important for me.”*

*Programme Participant*

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The company benefitted from the programme in two ways. First, the participants developed general management and leadership competencies along with customer-focused orientation keeping in line with the new strategy of the company. Second, several of the Action Learning Projects were taken to a stage where they could be implemented delivering direct revenue generation or cost saving for the company.

At the end of the programme, the ISB programme team tracked the level and extent of implementation of the projects and identified gaps, if any. Based on the findings, two new projects were created to be given to

the next batch in the following year.

“Among the projects, some projects were identified as implementable and taken up by the client while others were given to subsequent batches to refine and fine tune so that they could be implemented at a later stage. So there was this continuity in the learning among the batches. Subsequent groups built on what had already been done by the previous groups so that it became more robust and actionable.” – says Dr Mantravadi.

This programme has been identified as one of the key programmes that participants must do for moving up to the position of Functional Heads. A total of 6 batches of employees have gone through this programme in the last 3 years. On successful completion of the programme, participants are inducted as part of the extended management team of the company. As a follow on, ISB together with the client’s L&D team is creating advanced level refresher programme to be conducted 3 years after one batch has undergone this course to keep the continuance of learning.