BOIL® THE OCEAN

Behaviorally Optimized Impactful Learning

A live case for study can change Businesses.
Can transform professionals.
Can BOIL® THE OCEAN! –
Case study: Leading IT Services Firm

Research: Ishwarya Kumar & Purish Kashyap
The Ocean

How many of us have the thought that “Boil the ocean” is just a metaphor and not reality. Lesser are we realizing that there is an eco-system called “Behavior” and it allows us to experience how an Ocean can be boiled.

“Behavior” as we know in simple terms means a set of mannerisms exhibited by human beings in the realm of evolution. Behavior when contextualized and guided determines the value of an individual – Both good/bad. Thus “Behavior” sets the human eco system on a pursuit towards excellence.

Behavioral Learning has emerged as a revolutionary concept in the modern social order and it has not failed to influence any industry vertical right from Retail, Banking, Hospitality, IT Services, Health Care, Life sciences, Academics, Manufacturing, etc.

Learning Effectiveness Research has shown that people learn in various different ways. Individuals therefore process learning inputs differently. This impacts the effectiveness and hence the objective of translating learning into practice gets somewhat defeated. Knowledge is about remembering information. Understanding is about analyzing existing patterns. Behavior is about exhibiting cognitive knowledge.

Behavioral Learning & Transformation is an inevitable element of organization effectiveness models. This understanding has helped organizations evolve OD models by providing a holistic learning experience with significantly higher retention of principles, concepts and inputs.

Behavioral Learning is a holistic learning form that is a combination of various forms of learning such as classroom, psychometric tool based, outbound and one-on-one coaching to help participants understand and apply new found knowledge, skills and perspectives within a single learning initiative.

Behavioral Learning explores the human interplay of the individual with self, others and the environment. This holistic perspective is one of the key differentiators, which makes it extremely effective.

With regard to “self”, Behavioral Learning takes into account the psychological profile, values, beliefs, biases and prejudices of the individual along with his/her competencies as well as physical and emotional fitness. It also takes into account the existence of other people affecting the individual like family & friends (personal) as well as external and internal customers, team, supervisor & subordinate (professional). And finally it addresses the environment affecting the individual, which includes competition, market forces and availability of resources. Thus Behavioral Learning provides a solution that is a conjunction of the individual along with self, other people and the environment in which the individual operates.

So how does Behavioral Learning add value?

In Behavioral Learning, the advantages are manifold. First and foremost, the learning gets translated into practice during the program itself. This aspect of Behavioral Learning bridges the gap between the “class room” and the work place. It also addresses all forms of learners who may be either visual, auditory or tactile/kinesthetic learners. Behavioral Learning ensures the continuous engagement of participants as well as associative recall. Hence the retention of learning by the participants who undergo Behavioral Learning is very high.

Behavioral Learning also addresses the “Complete” person. It takes into consideration not just the mind and body, but also an individual’s intellect and emotion. And it also simulates “real conditions”, i.e., the unknown and ever changing environment, competition, failures, successes, and ‘survival through speed’…. And all through the program, behavioral Learning ensures a spirit of camaraderie through a common objective as well as experience based action planning.

Hence BOIL® the Ocean has turned into a reality and does not remain as just an abstract metaphor.
ABSTRACT
In Depth Behavioral learning has teeth!

Behavioral learning has gone through various evolutions in the last decade. There was a “nice to do”/“full of fun” tag under this stream for many years. The last 5 years specifically have been significant in changing tags for behavioral learning.

Under behavioral learning, this whitepaper specifically zooms into leadership development. Most organizations allocate budgets year after year on leadership development. These budgets are usually significant and therefore most questioned by organization leaders and business units.

This calls for training and development firms to operate with effective designs that lead to measurable results.

It is now a time tested fact that robust processes built into behavioral learning make the approach in depth, highly collaborative in nature and therefore high impact.

An end to end design is THE SOLUTION for translating behavioral learning into quantifiable business results. While a business result is the final outcome, do you think this is Good to Do or a MUST DO?

The Must Do Tag in behavioral learning has earned its stripes in today’s world with technical/domain/functional training budgets.

While this paper focuses on what were the critical success factors in this engagement, we also wanted to make use of this research to understand the learner’s mindset in terms of behavioral learning. A initial survey was run across a sample of IT professional/managers. The purpose of this survey was to get some instant responses and see if it had a correlation with the critical success factors.

The results of the survey are:

<table>
<thead>
<tr>
<th>Question</th>
<th>High Impact</th>
<th>Low Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you think lack of soft skills is the hidden root cause of most workplace mistakes or issues?</td>
<td>75%</td>
<td>19%</td>
</tr>
<tr>
<td>Does structured / in depth behavioral learning translate into business results?</td>
<td>72%</td>
<td>19%</td>
</tr>
<tr>
<td>Was behavioral learning “good to do” some years ago and is it a “must do” in today’s world?</td>
<td>66%</td>
<td>6%</td>
</tr>
<tr>
<td>What is the ideal duration for a behavioral learning program that could lead to business results?</td>
<td>25%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Critical success factors:
- Impact of soft skills in daily life
- Depth of behavioral learning
- Perception around behavioral learning • Program cycle

Key differences between a high impact and low impact leadership development program

<table>
<thead>
<tr>
<th>High Impact</th>
<th>Low Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>In line with org strategies and values</td>
<td>Runs in isolation</td>
</tr>
<tr>
<td>Involves managers of participants</td>
<td>Involves participants only</td>
</tr>
<tr>
<td>Has a strong implementation cycle outside the class</td>
<td>High focus on classroom learning only</td>
</tr>
<tr>
<td>Has a well-defined balanced scorecard right from the beginning</td>
<td>No Balanced scorecards</td>
</tr>
<tr>
<td>Operates on knowing, doing and being with equal priority</td>
<td>Knowing takes priority, no processes around doing or being</td>
</tr>
</tbody>
</table>
“The course was well structured by lively classroom interactions and video sessions. We were also assigned to work in smaller discussion groups on particular aspects of a case study or special topics. The discussion groups were continually rotated, which meant that by the end of the course I was well acquainted with all participants, and had formed fairly deep friendships with many of them. The course content was real world focused while remaining entertaining and humanistic which was important as we are dealing with people aspects and relationships. The course instructors’ connection with the audience was exemplary. They were highly knowledgeable, confident and had an outstanding ability to communicate the principles of management and leadership in such a way that many people gained incredible insights.

The acid test of any leadership course is its ‘take-away’ value: the extent to which what is learnt on the course is consolidated back into the workplace. I can honestly say that the 7 months leadership journey changed the way I thought about a wide range of topics and it also changed the way I approached my clients, colleagues and family. I have been empowered a great deal with the skills, knowledge and experiences gained from this course. The outcome has been strikingly reflective on the improvement strategies I have implemented, so far in my account. These implementations have already started yielding significant business results in terms of customer delight, new business opportunities and additional revenues! I would highly recommend this course to all my colleagues and associates.”

- Sivagurunathan Balasubramanian
  PROGRAM DIRECTOR

“An end to end design is THE SOLUTION for translating behavioral learning into quantifiable business results. While a business result is the final outcome, do you think this is Good to Do or a MUST DO?”

Having said that…what is a do-able design of an end to end design in leadership development that leads to significant business results?

For easy reading, let us split this sample design into 2 phases

Phase 1: How to get started as a learning partner with any client organization?
Phase 2: Participant’s travel from point A to point B – What, How and When?

In the discussed sample, some terms that will be used time and again are:

- Learning Partner: The L&D consulting firm that offers the learning solutions
- Client organization: The recipient of the program
- Sponsor: The approver of budgets for this program from the client organization
- Anchor: An internal stakeholder from the client organization who is highly accountable for the success of the program
- Core team: A team of leaders from the client organization, who advocate the program
- Participant: He/she who enrolls in the program
- Manager: He/she to whom the participant reports into at work
- Facilitators: He/she who facilitates the learning in a classroom
- Learning Embedding Officer (LEO®): He/she who handles the implementation phase and checks learning effectiveness for each classroom session
Phase 1: How to get started as a learning partner with any client - Notes for the L&D consulting firm.

Factors that lead to the BOIL\textsuperscript{\textregistered} - Phase 1:

- LNA is collaborative and robust – L&D consulting firm talks to N, N+1, N+2, N-1 on various competencies and maps modules based on client’s competency framework
- L&D consulting firm orients core team on content options based on LNA
- A demo session is also done for the core team
- Client organization gets invited for sample/open sessions that happen during that period. This allows the clients to experience parts of the program as guests even before they sign up for the program
- The program is designed for a specific band along with a clear forecast for a minimum of 2 years from sign up

Learning Maturity Matrix:

![Learning Maturity Matrix Diagram](image)
Phase 2: Participant’s travel from point A to point B – What, How and When

Participants’ profile for a typical leadership development course (Sample):

- 10+ years In the industry
- Usually 5+ years in the current organization
- The last role as an individual contributor may have been 4 years ago
- Moved to be a people manager after being a domain specialist
- Span of control in the current role ranging: 10 to 80 people
- Handling multiple accounts, practices and geographies

Program duration: 7 to 9 months

Program model:

- Classroom learning: Once a month > One full day each > 2 modules per session day
- 4 weeks gap between sessions for implementing learning and delivering results gradually
- One/two competence(s) is in key focus each month during the course

Participant's learning path in this leadership development course (sample):

Pre-session:

- Participant is nominated for the course (self / manager nomination process) - the nomination process is decided by client org
- Post enrollment, participant is invited for an orientation session on the program
- Orientation session should not be transactional, it should be inspiring and must give the participant a real and clear picture about what he / she is signing up for
- Orientation should be conducted by the chief of the consulting firm, in collaboration with the client L&D team
- Participant starts the journey with an L360 survey, this is conducted by the consulting firm ONLY for learning and reflection, this is therefore “L” 360
- An IDP is an analysis of one’s L360 survey. It identifies trends and maps them to modules that are planned in the course. Participants understand where exactly to focus in terms of implementations
- Participant attends sessions after the IDP is formulated

Note: L360® refers to pre workshop and post workshop assessments. The tool in use is a 360 degree survey. “L” stands for Learning as this survey is done in the spirit of learning.
During session: Session model

1. Participants discuss the learning application from the previous session
2. Participants are introduced to a new concept by the live facilitator (Activities used - Custom designed for the client based on LNA)
3. Followed by video-based learning. Clear concepts are brought out by leading business authorities as video faculty (25 min video)
4. Concepts are further strengthened with live discussions and activities post video (specific frameworks and techniques are practiced)
5. Implementation ideas are triggered based on the learning in class (Consulting firm sends a template one day after the session)

Post session:

1. Consulting firm sends a customized implementation template to participants after each session
2. Participants' managers get a newsletter on the modules conducted
3. Participants work with learning embedding officer in the 4-week gap on their learning application plan
4. Learning embedding officer works out of client site and motivates participants to apply learning with manager’s support
5. A monthly call is conducted with all participants to synergize learning application ideas

Review model:

1. Results from all implementation cycles are collated on a balanced score card
2. Managers go on a learning portal and approve all implementations and acknowledge results in terms of authenticity
3. Consulting firm hosts an event which allows participants to showcase business results from behavioral learning
4. Core team members and sponsors participate in the event and witness ROI
5. The event is done with creative exercises and is backed with a batch level results presentation by the consulting firm
Closure:

Consulting firm conducts a post workshop L360 and compares pre workshop vs post workshop results

Managers of participants give testimonials about the change in behavior in their direct reports

Consulting firm hosts a creative review which allows a recap of the course + showcasing results

Business verticals see merit in the behavioral learning as balanced score cards show upward trend on key areas like productivity, cost saving, revenue generation, ESAT, CSAT, etc.

Participants feel accomplished about the journey as they have not just attended classroom sessions, but also have implemented learning with manager’s support

Awards and certificates are given in a grand valedictory which allows senior management and CEO interaction with participants

Some sparks that lead to the BOIL®- Phase 2:

• Core team involvement

  “Leadership training for our senior minds has for a long time been a very difficult proposition. We knew that there were skill gaps in them and were also able to identify the areas of improvements, some of which were communication, delegation, negotiation etc., but to find the right program that would have the right impact and also help the team in overcoming the gaps from a long term perspective was a challenge. Even as we, the core team evaluated Crestcom, as our partners in this endeavor in 2011 I knew we were on the right path. The program had the right balance, from the theory, hands on and most importantly the implementations. Even as the teams learned the concepts, frameworks in the class in innovative ways, the real differentiator was the implementations which were driven with passion which really helped the participants understand and ensure the learning became a habit in their day to day lives. There have been many of my team members who have attended the program, and it amazes me to see how much they have changed and learnt by the leadership program. It has been a pleasure to be part of the core team, and to see the leadership program evolve and be able to see the difference it is making in Leading IT Firm today. Thanks Crestcom, we have come a long way and probably have a longer and interesting journey ahead in the coming years.”

  Sylvia Veeraraghavan
  CORE TEAM MEMBER

  “The leadership program run by eminently competent coaches from Crestcom is a transformational experience for the participants. It imparts proven lessons in leadership and management and the best part is that it ensures that the participant really internalizes the learning through practical implementation and stringent evaluation.”

  Srinivasa Rao Kottamasu
  CORE TEAM MEMBER

• Manager’s involvement

  “I had a great opportunity to participate in the leadership program with one of my leaders, Ganesh Vasudeva last year. Apart from helping me bond better with Ganesh during the course of coaching Ganesh, I found the program very helpful. The format is innovative and spread over a period of time. The format allowed Ganesh to imbibe concepts from classroom session and case studies and practice it live with his projects, with the benefit of experience from his trainers and me. I am eagerly looking forward to nominate more of my directs to this program”

  Chandramouli Jayaraman
  GENERAL MANAGER, PRACTICE

• 4-week gap used effectively for interaction with learning embedding officer (LEO®) who works out of the client site
• Implementation cycle that allow participants to use behavioral learning
• Balanced Score Cards
• Pre workshop and post workshop L360® administered and managed by the L&D consulting firm
How is all of this sustainable?
The above-mentioned model becomes sustainable by:

1. Having a live community of alumni participants
2. Using previous batch participants as implementation buddies for current batches
3. Organizing quarterly talks by inspiring leaders from any industry
4. Strengthening manager’s involvement (as most participants will be managers of current participants)

What makes this program ideal yet realistic?

- The end to end (L360® to L360® design)
- Manager’s involvement
- Result oriented approach
- Measurable development
- Use of world class techniques and frameworks
- Do-able implementation templates each month
- Clear review systems
- Collaboration between peers, managers and direct reports during L 360 and implementation cycles

What makes this realistic?
The next part of this paper decodes this case study and brings out the realistic elements and translates into ROI

Every business looks at ROI as the end objective that determines the company’s progress/evolution. Whatever be the offering, companies measure their success using a process that provides a holistic view of how their product/service has benefitted their end customers/clients and how much of their products/services have been utilized. In the behavioral aspect, ROI determines the cost of learning, measures the change in behavior or performance improvement as a result of learning, and calculates the benefits as an end value. The usage of Kirkpatrick model helps in measuring the effect of training on an individual and the business as a whole by gauging the reaction, learning, behavior and results.

How does Behavioral Learning impact an organization?

Behavioral Learning has an important place in today’s corporate world. It is well-recognized that humans and information are both vital in-terms of power and capital of communities. With the current competition among establishments, improving knowledge levels and skills of employees are becoming vital. However, training provided for employees should not just be confined to only tuning their technical skills but also their behavioral. In order to reap the best out of behavioral learning, there are four important factors:

1. Involve managers of participants and organization leaders
2. Adequacy of the facilitators
3. Exhaustive training materials that can be best fitted to a client’s requirement (real world connect in the content)
4. Risk free platform for implementation of learning

In short, if we were to put a hypothetical/generic formula to this, it could be:

\[
\text{Assessment} + \text{Sessions} + \text{Implementations} = \text{ROI}
\]

This formula can be further decoded with some factual data and study.

This formula is backed with live data from a successful engagement that used this end to end design.
Component # 1:

Assessment (Tool in use: Learning 360 (L360®) degree feedback):

A Pre workshop L360® survey is conducted in order to help participants understand their current competency levels. A confidential survey is taken by the participant and his/her Managers, Peers, and Direct Reports across multiple competencies. As part of the process, the leadership development partner (third party) helps in consolidating the feedback received and interprets the feedback as an Individual Development Plan (IDP). The IDP provides an insight on individuals’ areas of strengths and areas of improvement. Based on this outcome, a list of modules from the leadership development program is recommended out of the complete list that will be delivered throughout the learning journey. This helps participants channelize their energy on the modules mapped toward the areas of improvement and also play on their strengths. A Post L360® survey is conducted after the program. Based on the input received from self, managers, peers and direct reports, a final feedback report is generated. A comparative study is performed using the feedback that was obtained from Pre L360® survey and Post L360® to mark the impact it has towards individuals’ development.

The following chart is a live sample across four batches of this leadership development engagement we are studying. Listed are the competencies that are rated on a four-pointer scale. The Post L360® survey shows a significant improvement against all the competencies that the participants have been rated in the Pre L360®. The increase in the ratings signifies a positive trend in the improvement from this program that spanned a period of 7 months. A deeper dive into the ratings indicates the percentage difference between Pre and Post L360®.

Here is a representation of the pre workshop L360® Vs post workshop L360® Scores across 200 participants:

<table>
<thead>
<tr>
<th>Competency</th>
<th>Pre L360</th>
<th>Post L360</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL EXCELLENCE</td>
<td>3.47</td>
<td>3.16</td>
</tr>
<tr>
<td>TIME MANAGEMENT</td>
<td>3.37</td>
<td>3.02</td>
</tr>
<tr>
<td>CHANGE MANAGEMENT</td>
<td>3.30</td>
<td>3.06</td>
</tr>
<tr>
<td>CUSTOMER CENTRICITY</td>
<td>3.35</td>
<td>3.03</td>
</tr>
<tr>
<td>NEGOTIATION</td>
<td>3.40</td>
<td>3.08</td>
</tr>
<tr>
<td>COMMUNICATION</td>
<td>3.33</td>
<td>2.99</td>
</tr>
<tr>
<td>DELEGATION</td>
<td>3.39</td>
<td>3.02</td>
</tr>
<tr>
<td>MOTIVATION</td>
<td>3.37</td>
<td>3.00</td>
</tr>
<tr>
<td>LEADERSHIP</td>
<td></td>
<td>3.21</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Competency</th>
<th>Increased by (%)</th>
<th>Module that led to the behavioral change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>12.3%</td>
<td>Ten ways to increase morale and motivation</td>
</tr>
<tr>
<td>Delegation</td>
<td>12.3%</td>
<td>Seven ways to effective delegation</td>
</tr>
<tr>
<td>Time Management</td>
<td>11.6%</td>
<td>70 minute hour</td>
</tr>
<tr>
<td>Communication</td>
<td>11.4%</td>
<td>How to connect communicate at a higher level</td>
</tr>
<tr>
<td>Customer Centricity</td>
<td>10.6%</td>
<td>How to see your company through your customer’s eyes</td>
</tr>
<tr>
<td>Negotiation</td>
<td>10.4%</td>
<td>Negotiating to win</td>
</tr>
<tr>
<td>Personal Excellence</td>
<td>9.80%</td>
<td>Quest for excellence</td>
</tr>
<tr>
<td>Change Management</td>
<td>7.80%</td>
<td>Managing the challenge of change</td>
</tr>
<tr>
<td>Leadership</td>
<td>3.20%</td>
<td>The transformational leader</td>
</tr>
</tbody>
</table>

Component # 2: Sessions:

Following an initial training needs analysis, a list of modules is presented to the client as a program that covers multiple competencies. In this engagement that we are studying, a participant attends a 7 month long course, which covers 14 behavioral/leadership modules. The participants attend a classroom session for one full day and once a month. The full day session is broken into two parts as two modules are covered. Individuals attend learning sessions, use their strengths and at the same time focus on their areas of improvement until the end of the learning journey. The learning obtained through sessions and activities fetch some great ideas at tables and are implemented at work with more focus to the business requirement. Once a participant attends the face to face session, he/she is prompted with implementation templates that allow usage of the learning back at work in the 4-week gap. The same cycle continues after 4 weeks and this continues for 7 months.

The learning intake by participants differs since each participant responds differently. As learning is potential, the delivery of learning sessions caters to the three different types of learners.

Visual Learners: Custom made videos of world renowned international industry experts are used, who deliver a session on a particular topic. These videos provide participants with a framework that can be used at work to obtain maximum results. Participants get to make notes as they learn by seeing or visualizing.

Here is a profile of one of the internationally acclaimed video presenter, Nido Qubein. He is currently the president of High Point University since 2005. He is a successful, sought-after speaker who has delivered more than 6,000 presentations across the U.S. and beyond to corporations, associations, and non-profit organizations. Today he serves on the board and has chaired the executive committee of BB&T, a Fortune 500 financial corporation with $185 billion in assets and 35,000 employees. He is also chairman of Great Harvest Bread Company with 218 stores in 42 states and serves on the boards of La-Z-Boy Corporation and Dots, LLC with 400 stores in 30 states. He is the recipient of the highest awards given for professional speakers including the Cavett (known as the Oscar of professional speaking), the Speakers Hall of Fame, and Sales and Marketing International’s Ambassador of Free Enterprise.

Kinesthetic Learners: For learners who benefit by hands-on approach, participants go through a pre-video exercise by doing or solving real-life situations. Here they are their original-self. The activities can be individual or group based as required for a particular module, which creates a real-world connect. Following the exercise, the result noticed is that of their original self, which may not seem to have the maximum impact. However, once after watching the video and getting a framework to implement, they go through a post-video exercise. This time it is their transformed self when being a part of the exercise. They get to notice the input obtained from the video, has impacted their behavior and therefore yielding better results.

Auditory Learners: All classroom sessions are anchored by facilitators who come with extensive knowledge and experience in the modules. These facilitators create Moments of Magic using their techniques in imparting knowledge. Learners get to benefit by having an interactive session throughout, sharing experiences, situations, and ideas to help benefit themselves and the entire group. Facilitators administer activities as a part of their session delivery and also share real-time experiences that get mapped to the learning. Participants learn by hearing and verbalizing.
This L&D consulting firm offers a co-facilitated model, which provides varied experiences in the classroom.

Sample facilitators profile

Facilitator 1:

- Headed the R & D organization of the healthcare company in India
- Considered a thought leader on the technology aspects of Healthcare and writes technical articles for various technology and healthcare related magazines in addition to the mass newspaper media
- Has over 27 years of total experience including Manufacturing.
- Electronics and Communication Engineer with a Masters in Business Administration and also an adjunct faculty at the Manipal University, an advisory editor to a Healthcare Magazine, a senior member of the IEEE, and an invited speaker in many industry forums

Facilitator 2:

- Owns the Circle of Excellence for Cross Cultural Learning, Business Communication and Leadership programs
- Thirteen years of total work experience - five years in the US
- Inimitable style of blending respectfulness for participants with powerful delivery of message making a unique facilitator
- Training experience in American lifestyle & culture and handled batches accounting to 900 hours of training for HTMT and Quickcut as a consultant.
- Master of Science in Biotechnology from The University of Texas, San Antonio, Texas, USA, and a Masters in Biochemistry from the Osmania University in Hyderabad

The following graph indicates participants’ reaction on the sessions. The average of 6 batches (size of each batch was approximately 25) has been considered for this illustration.

Based on the rating scale it is observed that 73% of participants have rated ‘excellent’ for facilitator. The second highest is the video with 62% of participants rating ‘excellent’ and then follows the pre and post video exercises, which is rated ‘excellent’ by 56%. Only consistent classroom delivery can yield results with no ‘poor’ rating across 84 modules. It is the basics that are strong and impactful for the participants’ reaction to be highly positive.

"This is a structured, creative, experiential, interactive and fun-filled leadership program which gives a very good platform to interact, share experiences and the learnings back at work with visible and measurable outcome. One of the training programs which I really look forward to because of the fun-element, interaction and the learning involved."

Bhaswati Majumder
SENIOR TECHNICAL MANAGER

"Leadership Training program is a very well planned (Designed considering all the aspects required to succeed as a Manager), has Excellent Training Material and Videos, Focused on benefiting both the individual and company (Result Oriented) with Experiential Learning. I have immensely benefited from the leadership program, it helped me get enlightened on many things which I wasn’t even aware of, and some of the things which I neglected or didn’t pay attention to, were the utmost important things which is an integral part of the work. There were many instances where I was not able to decide on Where, How and When to start few of the Initiatives, New process, Strategy, Activities etc, leadership program was a blessing in disguise, which once for all removed all dilemma."

Ganesh Vasudeva
SENIOR PROJECT MANAGER

"The leadership session is a beautiful combination of stripping down barriers and fears while building up individual confidence and strengths in leading arena. Program was joyful and interactive. The way the sessions were handled by the facilitators was excellent; they ensured that all the participants are contributing in one or the other way and also ensured that each member is comfortable during the sessions. This was one of the best interactive sessions which I have attended so far. As all the 7 sessions including 14 topics were equally interesting and important, I liked “The Listening Advantage” and “How to connect Communicate at a higher level” the most."

Pushpavati S. Alur
PROGRAM DIRECTOR
Component# 3
Implementations:

What in this model really makes the learning stick back at work? The knowledge one walks out with at the end of the session is immeasurable. What makes it measurable is one’s ability to find the right opportunities and put them to use. Participants learn in the classroom via discussions, videos, and activities. Participants are triggered with learning actions by the use of an “Implementation Template” for each module. This template is a set of trigger questions which are customized to the module and the provided framework. Participants get to decide the area of impact for an implementation and use the framework provided back at work. The implementation templates are designed with intelligence and are such that learning actions can be filled in only after one tries out the techniques from class. There is no way one can provide hypothetical information on this template as it is driven by data and questions the result one sees from the “experiment” so to say. As the implementation progresses, the template is documented with details such as the situation/idea, people involved, tasks associated, action plan to complete the tasks, and results obtained from the implementation. Implementation results vary from one module to the other and the timeline associated in obtaining results also differ.

In short, each participant increases his/her implementation quotient during the journey and that IQ drives life into the program.

Having spoken of implementation and how the program breathes on them, there must be a question in people’s minds about ‘who drives this’.

The learning partner (program provider) offers a fascinating, unheard of role, which takes care of this.

“LEO® – Learning Embedding Officer
Who is this?
This is a member from the L&D consulting firm who works as an implant in the client organization

What does this role mean?
This role drives measurements across the role, starting from the Pre L360® up to graduation. The function of this role is to ensure that there is real world connect in the program.
This role,

• becomes an integral part of the client organization and feeds information into the program to keep it updated and live
• is involved starting from the Learning Need Analysis in-order to align the implementation templates to the objective of the program

Overall, the LEO®’s role revolves around Advising and Consulting, Analysis and Processes, Interfacing, Content Creation, Quality Control, and understanding of varying mechanisms.

What are some results one can see from modules and their implementations?
Case studies:

1. I applied the change management techniques and strategic thinking lessons from the program. The participant reduced the gap between the present state and desired state.

   The business challenge of a new competitor was de-risked after working on the following:
   • Invested in a dedicated client partner
   • COE involvement plan
   • Investment plan of around 50% of the volume discount waiver
   • Three year contracts is now signed for multiple areas, giving a confirmed revenue for 3 years

   This implementation has resulted in benefits of approximately $400K for Leading IT Firm

2. I applied the negotiation strategies I learnt in this program.

   • Background:
     Outcome based delivery model where billing is based on actual deliverables
     Revenue variance was between $55K to $350K per month
     Without having any floor value, it was difficult to generate minimum revenue during lean period
   • Applied Negotiation techniques
     Offerings to split the differences
     Focused on interests and needs Use Perception Power
   • Benefits
     Customer has paid $150,000 beyond contractual agreement
     Agreed for floor value $110,000 / month in new SoW
     Revenue benefit $150K
3. I applied 10 out of 16 negotiation strategies I learnt in this program.
   - I prepared for the negotiation based on the learning. Did my homework on concessions to be asked/offerred, BATNA, WATNA, DO...
   - We were able to successfully ramp up 70+ team members in 2-3 weeks and deliver 100+ projects in this quarter.
   - Client highly appreciated our scalability and high quality delivery. We also got the highest client satisfaction scores of 8.8/10.
   - By executing 100+ projects we crossed the $1 Million revenue for the month of May’13 and June’13 in this account. This is the highest revenue generated in the last 4 years.

4. I applied 5 out of 16 strategies from the module.
   - I offered more for less.
   - Signed a 3-year fixed price deal...
   - This module had a definitely role to play!

5. I was able to understand the modes of operation in my team members. I identified the situations in which they operated as victims, spectators, competitors and leaders.
   - I chose a team member and coached him based on a structured plan. He moved from being a competitor/inconsistent leader into a CONSISTENT leader.
   - He led the team to work on a lean period and pulled off lovely comments from the customer.
   - This led to a ramp up in the account.

6. 7 steps to effective delegation, one of my favorite modules, came like a gift...I understood that delegation is not transactional... it is much more.
   - My “delegatees” feel valued when I use the 7 steps.
   - I took a structured approach task by task.
   - In all, I am not ready for more strategic work for 59 hours every month...
   - My boss is delighted!

7. I understood the GEAP framework in this session.
   - It helped me look for augmented and potential services I can offer my client.
   - Some key steps I took in this implementation were: Scalability, Mobile Framework, Automation, and Reusability.
   - Program release calendars were optimized resulting in cost savings of “$23K” for ABC localizations and “$25K” for DEF Mobile Site Localization.
   - Got the Highest Client Satisfaction Rating ever from this tough client 8.8/10.

8. Strategic thinking was a session that position my team effectively.
   - I identified driver and recipient goals in my implementation.
   - The strategy included the following steps:
     - To create knowledge database and training modules as a team.
     - To create ready to show concepts and solutions around the connectivity domain.
     - To participate in external forums as a team.
     - To create reward systems to reward folks who contribute to the community.
   As a result of his learning application, this team is anticipating a total value of new deals in the connectivity domain worth $2 Million in the financial year 2013-14 and have targeted to achieve CSAT scores >5 every quarter. The team has ensured the submission of at least 3 white papers, blogs, wiki pages and tweets submitted to the external forum per quarter.

Component # 4
Balanced Scorecard:

The basic philosophy of the balanced scorecard is that people will focus on what you measure more because it shows you care about it than because of financial incentives. Most organizations, when you look at their actual behaviors rather than their words, focus on a few financial measures, but that doesn’t help them to improve their results, because if you tell your employees to increase shareholder value - what should they do? But if you know what determines shareholder value - high customer loyalty, high quality or low price products, etc. - then you have some ground to stand on, especially if you can work back to the key issues managers and employees should focus on.

Thus, the balanced scorecard does its magic by focusing the organization on the issues, which the leadership team decides as key to its success. It does this more through the process of implementing the scorecard than through the actual paper or numbers - so a human solution is the key (courtesy: http://www.toolpack.com/scorecard.html)

What sets this program apart is how the implementations in the program are married with the BSC approach. Participants in this course get to segment their implementation results in the format of a BSC. The results are financial and non-financial that gets bucketed into the appropriate business metrics. The typical BSC reveals the impact on business in terms of revenue, time, resource, personal productivity/excellence, etc.

Each of these business metrics are filled in a template and exhibits the modules’ outcome that have been implemented by a participant throughout the learning journey. All BSCs are acknowledged by Managers of participants, which thereby connects and instills the learning into the organization.

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Here is a sample of a BSC that is aligned to this leadership development program. On filling this throughout the journey, one gets a consolidated view of how the program has helped him/her and the organization. Therefore becomes a solid foundation to arrive at the ROI of the program.

**Following are the 10 steps that have been considered in order to customize a BSC.**

**Step 1:** Administer a strong pre workshop assessment  
**Step 2:** Provide a detailed analysis of the assessment results as an individual development plan to each participant  
**Step 3:** Help the participant prioritize his/her list of modules for implementation  
**Step 4:** Get participants and managers of participants to commit on the implementation of modules chosen  
**Step 5:** Map modules with business outcomes from the organizational framework (mode: Session facilitated by a Crestpoint Expert on customizing BSCs to org and role frameworks)  
**Step 6:** Once every module is mapped with business outcomes, identify specific outcomes for participants from his/her Goals and Objectives at work + IDP generated by Crestpoint  
**Step 7:** Merge all expectations  
**Step 8:** Release the final BSC for that batch based on agreed outcomes  
**Step 9:** Review outcomes on BSC periodically  
**Step 10:** Present all final results on the BSC

<table>
<thead>
<tr>
<th>Business Metric</th>
<th>Unit</th>
<th>Frequency</th>
<th>Sample Value</th>
</tr>
</thead>
</table>
| Personal Productivity    | Hours| Monthly      | Delegation: 60 Hours  
                          |                          | Time Locks: 3 Hours  
                          |                          |                                                                            |
| Learning Credits         | Credits| Quarterly    | Self: 85 Credits for the whole  
                          |                          | 3 Team members nominated for ABC  
                          |                          |                                                                            |
| Escalations              | %    | Twice during program journey | 0                                                                            |
| Head Count Growth        | %    | Twice during program journey | Team Size in Sep’11 = 63  
                          |                          | Team Size in Mar’12 = 29  
                          |                          |                                                                            |
| Attrition                | %    | Twice during program journey | April to Sep’11=15.7%  
                          |                          | Oct to Mar’11=19%  
                          |                          |                                                                            |
| Bulge Mix                | %    | Twice during program journey | Sep’11=2.25  
                          |                          | Dec’11=2.19  
                          |                          | Mar’12=2.18  
                          |                          |                                                                            |
| 360 Feedback             | %    | Twice during program journey | Will be filled by Crestcom  
                          |                          |                                                                            |
| Revenue                  | $    | Monthly      | $ 21600  
                          |                          |                                                                            |
| Personal Excellence      | %    | Twice during program journey | Will be filled by Crestcom  
                          |                          |                                                                            |

So, in summary, what are the factors that question the status quo in leadership development and behavioral learning? What sets this program on the ROI journey?  

How can behavioral learning be quantified into business results?
The following are results from across 4 groups of participants’ implementations.

**GROUP 01**

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Personal Productivity</th>
<th>Personal Excellence Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>$91,688</td>
<td>An average of 66 hrs saved per month via leadership implementations and learning by 10 participants</td>
<td>Batch average Pre workshop = 3.07 Post workshop = 3.23</td>
</tr>
</tbody>
</table>

**GROUP 02**

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Personal Productivity</th>
<th>Personal Excellence Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>$28,13,518</td>
<td>925 hrs saved per month via program implementations and learning by 26 participants</td>
<td>Batch almost increased by 4%</td>
</tr>
</tbody>
</table>

**GROUP 03**

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Personal Productivity</th>
<th>Personal Excellence Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>$45,83,52</td>
<td>1326 hrs saved per month via program implementations and learning by 24 participants</td>
<td>Batch average Pre workshop = 3.19 Post workshop = 3.49</td>
</tr>
</tbody>
</table>

**GROUP 04**

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Personal Productivity</th>
<th>Personal Excellence Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>$29,957,164 generated as revenue impact via program implementations and learning $1,030,000 saved via program implementations and learning</td>
<td>4393 hrs saved per month via program implementations and learning by 30 participants</td>
<td>Batch almost increased by 4%</td>
</tr>
</tbody>
</table>

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Key Elements:
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• Program offering closely aligned with Organizational Learning need
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• End to end design

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