

Talent Advisory

Case Study

Creating Programs and Processes to Help Align Individual Aspirations With Organization's Growth

For a India based technology centre for a UK organization in the area of design/ build digital products

Technology Practice

Background

Our client is a India based technology centre for a UK organization in the area of design/ build digital products. The client had gone from a completely flat structure to assigning people leadership role and introducing a complex performance management process during the lock-down period.

What was the exact ask

The client was looking at enabling it's first line of people managers with the right skills, creating a organization structure to support the individual growth aspirations and streamline the performance management process.

The process

We started with understanding the desired state of culture and people practices at the organization. This was done through workshops with the founder and the leadership team. Next step was to understand the current state, and this was done through one-on-ones with >40% employees. These two steps helped us identify the gaps basis which an action plan was crafted. Specific actions taken:

- Helping the founder to articulate and communicate the organization values
- Conducting a workshop for all people managers to enable them with the desired skills. This was followed by a 3 one-on-one coaching schedule to help build sustainable practices.
- Designing the next version of the organization structure which included:
 - » Clearly defined levels and bands
 - » The different expectations from each level – technical and non-technical
 - » Articulation of various growth path that individuals could plan for themselves
 - » Policy / guidelines on how to work towards / through the desired paths
- Setting up a simplified performance management process. The annual appraisal process was transformed to a quarterly feedback process with an annual appraisal cycle. The feedback forms were simplified too.