

Case **Development Centers**

Supporting HR Heads to be Business Partners



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Overview

This case study describes the successful initiative by a very large organisation to launch development of their team of HR Heads (after a failed attempt with a renowned consultant). The resulting outcomes included clear insights for the participants into their profile, high motivation to work on their improvement areas and most prominently, increased credibility of the HR Heads vv respective CEOs

Context

- A leading Information Technology firm was keen to conduct a development of the HR Heads of their business units.
- The HR Heads were looking after businesses with >10,000 staff and >25,000 Cr revenues
- The company had a competency model which they wanted to use as the basis for the exercise
- Though competent in their own discipline, the HR Heads were not operating as true Business Partners. The project was expected to give a clear direction and actionables to rectify this.
- A previous assessment-development exercise had not gone well, creating resistance and cynicism about subsequent efforts.

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Key Steps

- A high-validity Assessment Development Center (ADC) of 5-day duration was designed around four competencies from the company's competency model.
- A mix of high-quality simulations – some custom-designed, and some standardised (with performance norms of comparable managers) was deployed in the ADC.
- A Business skew | The simulations had a high business skew – calling upon the HR Heads to step out of comfort zone to analyse complex business situations, formulate a solution (an organisation transformation), and 'sell' their transformation agenda; as also take up challenges and deliver on the same.
- Development began within the Center | After 2 days of assessment, Development sessions - including a Facilitated Video playback and processing of their own performance – revealed both strengths and gaps in a definitive manner to the participants themselves.
- 1-1 Feedback on the fifth day made participants aware of their assessment, encouraged them to question the same, until consensus was reached.

Outcomes

- Participant feedback was strongly positive - average feedback score was 4.3/ 5 across key dimensions such as objectivity of assessment, understanding of current abilities, and areas of improvement
- The strong buy-in for areas of improvement was channelized into a clear Individual Development Plan (IDP)
- Insightful observations at a group-level also emerged from the program, helping the organisation to launch group programs e.g. a Coaching program on specific topics
- An increase in Credibility wv respective CEOs was reported by most participants in a few months (based on the ADC experience and follow-up developmental actions) as also a jump in own value-add and a higher orientation to learn and grow



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Leadership Devlpmt



Executive Coaching



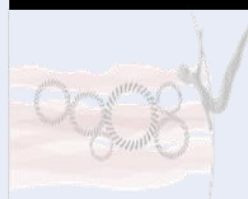
Assessment Centers



Org. Transformation



Performance MAXIMA



SME ACCEL

