

Infusing fresh perspective in the leadership team

Client Context

The client is one of India's first IT services companies, that over two decades has reinvented itself several times to keep pace with market changes. Over the last few years, the company, sensing a huge opportunity in the Infrastructure Management Services (IMS) business, decided to consolidate and focus primarily on this area.

The company's management was highly accomplished and had been with the company for many years. However, to fully exploit the market potential for IMS, they needed an infusion of fresh perspective and were looking for an external consultant who could engage with the leadership team and provide the necessary inputs. In the absence of this rejuvenation, the company was not able to seize the market opportunity and perform to potential.

The CEO of the company came to know of Dr. Yegneshwar of Competency Catalysts, through a reference; he was impressed with Dr. Yegneshwar's credentials that intersected the IT and competency development domains, and invited him to conduct the leadership development programme at his company.

The mandate was to inculcate the right attitude and energy in the leadership team to scale the organization and get geared for a much higher growth trajectory.

The Scope

The mandate was to inculcate the right approach and energy in the leadership team to scale the organization and get geared for a much higher growth trajectory. In this process, they should acquire an open mindset that would allow them to find solutions to the various challenges they may encounter.

The Solution

After a careful study of the company's context, Dr. Yegneshwar designed a workshop for the leadership team to reflect on the company vision and see how aligned their personal vision was with that of the company. In addition, each member of the leadership team identified development areas that they would focus on, to help them play a significant role in helping achieve the company's goals.

This evolved into a personal development plan (PDP) for each individual. Dr. Yegneshwar co-opted another consultant, Dr. Korwar, and between them, they coached seven members each in creating and implementing their PDPs.

In carrying out a sensitive exercise of this kind, the Competency Catalysts team had to work tactfully to win the trust of the leadership team. This was imperative to get the team to be open about their areas of improvement. This took time, but the effort paid dividends in the overall context of the engagement.

Most of the team made good progress with the development plan, with some doing exceedingly well.

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CEO
Client Organization

Outcome

The company fared better in attaining its business objectives over the period of the two year engagement.

In the words of the company's CEO, “Dr. Yegneshwar is very structured in his approach and also has a nice way of putting his thoughts across. He is able to get the team to see his view points as well as reflect on their experiences. He is able to facilitate a debate and drive consensus adeptly. He comes very well prepared and is extremely methodical in his approach to Organizational and Leadership Development. Dr. Yegneshwar brings with him his vast practical experience as a consultant and structured thinker. His experience is complemented by his clarity of thought, great story telling and interpersonal skills. We have definitely benefited from this engagement.”

Contact us

www.competencycatalysts.com
syegnesh@gmail.com

Competency Catalysts
C-303, Adarsh Residency
47th Cross, 8th Block
Jayanagar
Bangalore - 560082
Ph: 9844074619