

Momentum Training Solutions

Group Leadership Case Study



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This case study enables you to understand the methodology and the demonstrated effectiveness of a Leadership Program that was run by Momentum Training Solutions for a bank late last year.

Situation:

A world-renowned bank wanted us to conduct a leadership program for 25 of their middle managers because of the following reasons:

- To improve their communication skills
- To enhance the productivity of team meetings
- To increase synergy in their teams
- To handle change effectively - especially in the present climate

From the bank's perspective there was another key reason - succession planning. They wanted us to identify 5 people from the 25 participants who could be put on the leadership track.

Profile of Participants:

Middle managers who had, on an average, 50 people reporting to them and between 10-15 years of work experience.

Methodology of Implementation:

Competency Mapping:

- Interviews with key stakeholders to understand current skill levels and current skill gaps
 - Questionnaires were sent to the key stakeholders before the interview to enable them to prepare



- Interviews focused on both what was working well with the leadership team and what competencies needed to be developed for attainment of the organisation's future goals

Leadership Training:

This Leadership Training was conducted for 4 hours once a week for 10 weeks. The total duration was 40 hours.

This format was very effective for the following reasons:

- The leaders did not have to leave their responsibilities unattended for more than 4 hours on the day of training
- The short duration enhanced learning and retention
- This format gave them the time and opportunity to implement the learnings and come back with queries or feedback
- Assignments were given which further enhanced learning. The break of a week gave them the time to put in the work that is necessary to get the maximum return.

STEP 1: Understand 'What Is' and 'What Should Be'

The participants were asked to conduct a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis on themselves. Then the current situations that the participants' were facing were extensively explored and a wide array of problems was identified. The 'What Is' and 'What Should Be' was clearly established.

STEP 2: Understand the gap between 'What Is' and 'What Should Be'

The gap was understood and goals were established that would bridge the gap. Through brainstorming and talking about prior instances a wide spectrum of options was identified.

This was correlated to the findings from the competency mapping exercise.

The participants' strengths and weaknesses were explored and as much as possible we tried to use a strength-based approach.



STEP 3: Create an 'Action Plan' to bridge the gap

The areas of weaknesses were identified and action steps to enhance these steps were laid out. Some of the contributing reasons for the problems that the participants were facing:

- Unrealistic expectations by the participant of the team in terms of productivity and timelines
- Self-fulfilling prophesy - the participant did not trust the capabilities of numerous people on his team and so they always performed at the level he/she expected them to
- Impatient and emotional behaviour of the participants stopped them from being able to establish the level of trust and rapport that was needed to establish a strong relationship with the team

STEP 4: Hone strengths and skills to effectively implement the 'Action Plan'

The participants owned these problems after a lot of conversations and repeatedly observing the result of his/her actions.

The participants were then intensely coached to lead their teams by providing the areas of training:

- Self Awareness (During the 5th session, the facilitator sat with each participant and agreed on their challenge areas and developed a plan of action to deal with it. At the last session, this exercise was repeated with people who felt that they needed additional help. It was received very well by the audience.)
- Communication
- Assertiveness
- Customer Service
- Cross Cultural Awareness
- Global Business Etiquette



- Interpersonal Relationships
- Persuasion Skills
- Negotiation Skills
- Developing and Motivating Others

Step 5: Sustain momentum through focused application

The participants at the end of 10 weeks showed significant progress in the following areas:

- Interactions with their team
- Interactions with their managers
- Interactions with their customers
- Ability to manage customer expectations more effectively
- Being less reactive and more pro-active
- Ability to relate with the team members at a more 'heart' level rather than 'head' level
- Ability to resolve conflict more constructively
- Improved levels of communication

Summary

- The intervention laid emphasis on self enhancement and taking ownership to solve problems
- All participants also received individual coaching on personal areas of improvement, implementation of changes, and the probable short- and long-term impacts of his actions on his/her personal performance and on the performance of his unit. Naturally, all feedback was constructive in nature, and included suggested modifications in behavior where appropriate.



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- The participants acquired several managerial competencies. The leadership program provided an overview of the most important roles leaders needed to enact to increase productivity, quality, and effectiveness within the organization.
 - At the end of the 10 weeks, the CEO was given a confidential report on each of the participants. The focus was on the strengths and areas of improvement that were observed in the sessions. Each participant was given visibility to his/her report.
 - The program was deemed a great success and a second level of this program will soon be implemented. The attendees of this program will be the people who have shown significant progress since the first program. Talks are underway to decide the approach and curriculum.