

## **Case Study: Employee engagement and development for innovation and business value add**

**Context:** Global Financial services firm established their Captive centre in Pune in 2006/2007. Most of their processes are back office IT and ITES operations employing technical staff.

From the beginning the organisation has established impressive track record on the performance criteria set, which resulted in quick ramp up and process transition. Now world wide the organisation is following the strategy of not increasing the employee strength but invest in technological advancement. Across the organisation lower end processes after being established are shifted into automatic online transactions and higher end processes are managed manually.

In Indian Captive context this translated into stagnation in numbers and size which means no visible vertical growth for staff resulting in low energy and high staff turnover. The only means of the growth now is through moving up the value chain by building capabilities for higher end processes resulting in higher revenues.

In the competitive Indian ITES market absence of visible growth opportunity inside the organisation has created huge risk of turnover of trained manpower which was base for good performance on the existing processes. While the leaders are struggling to keep the employees engaged on existing processes, the business requirement is that of innovation and creativity and value add in skills for all the employees.

**Interventions:** The key success factor for the organisation is their ability to drive employee engagement and development creating a culture of creativity and innovation.

The designed interventions has feature of :

- a. Giving organisational **HEART** a voice and space. Exploring the expressions, passionately driving the diversity of opinions and responses and building the environment of trust and respect.
- b. Minimum overall precious leadership time spend on the interventions.
- c. Understanding the ground level feel, senses and experiences. Moments of truth, gathering insights from experiences so far.
- d. Designing the future: outcomes, expected behaviours, conflict resolution. Higher energy levels and motivation on the ground to build high engagement and innovation.
- e. Deep dive in self discovery and then building leadership capabilities. Comprehensive learning methods based on Theory U comprising awareness, reflection and experimentation.
- f. Aligning the individual and organisational aspirations, values, needs and goals. This will unfold value for all Customers, stakeholders, employees, business and society.
- g. Deliver the results: Get all the energy aligned towards engagement and innovation by working at levels of self, team and organisation.

**Results:**

It is a nine month project and still on the way. The initial success indications are:

1. Increased confidence and Morale in the leadership team that they can achieve the stretch goals set to them.
2. Improved employee engagement dipstick feedback
3. Improved energy on the floor
4. Number of new innovative ideas submitted to the innovation core team.