

enParadigm Program Report

LEADERSHIP SIMULATION : **Level ONE & Level TWO**

WNS



The Context

The WNS Learning Academy wanted to conduct a learning intervention program for high-potentials across 6 business units, reporting 2-3 levels below the business unit head. The objective of the intervention was to help improve the key competencies of **Strategic Thinking, Business Acumen and Industry Awareness**.

enParadigm designed and delivered a **2-level**, 1 year long Leadership Simulation Intervention for **75 participants** across multiple countries via video conference. **The top 17 performers** from Level One went through the advanced Level Two intervention.

Identifying Focus Areas And Desired Outcomes

enParadigm met 9 key stakeholders across WNS to understand challenges specific to the participant roles, to be addressed during the program.

Based on the six challenges identified, the intervention aimed at driving specific business acumen outcomes falling under each bracket.



1 Synergies across BUs

- Align Business Units to corporate strategy
- Understand cross-functional challenges better
- Break vertical / BU silos
- Drive the importance of collaboration between functions
- Broaden horizons, for a holistic view of business

2 Financial Acumen

- Understand the impact of decisions on top and bottom line
- Understand financial statements in depth
- Insights on budgeting at organizational level
- Understand the competing needs for funds across BUs
- Identify opportunities to reduce cost



Customer Centricity

- Engage with customers at a strategic level
- Understand customer benefits better and identify "grey areas" other than pricing that affect customer decision making
- Find opportunities to improve customer retention

4 Industry Analysis

- Analyze industry trends and derive business insights
- Understand how market and competitor moves affect the business
- Look for new business opportunities and customers

5

Resource Planning

- Manage attrition and drive performance
- Identify ways to retain employees and manage their expectations
- Manage a global team

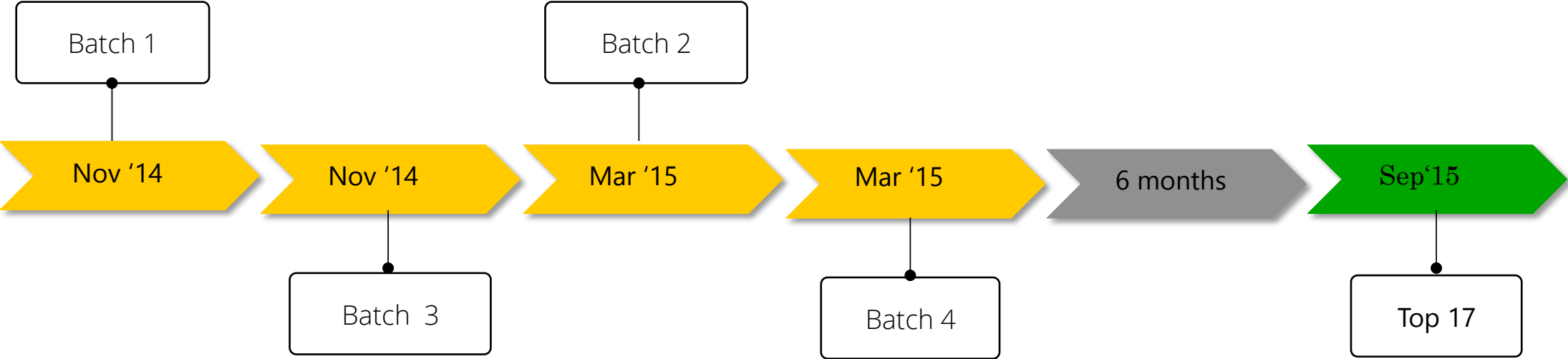
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Optimizing Process And Capability

- Identify key areas of improvement & develop an action plan
- Develop process orientation and ways to improve quality
- Work on continuous capability development to drive customer value

Intervention Structure

enParadigm delivered the 2 level intervention across 1 year. There were 4 batches for Level One, and the top 17 participants went through Level Two




Level One (2 days)

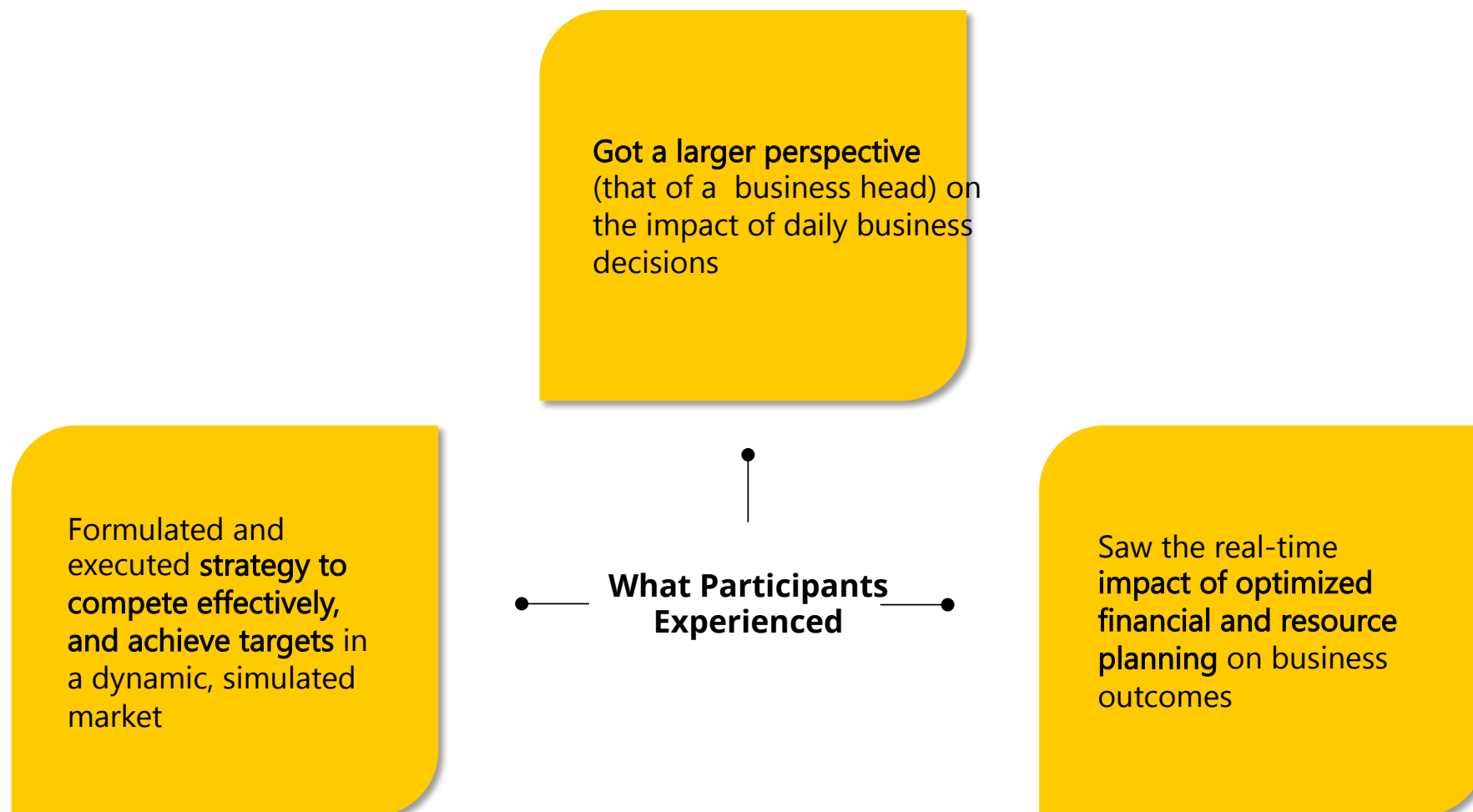

Level Two (2 days)

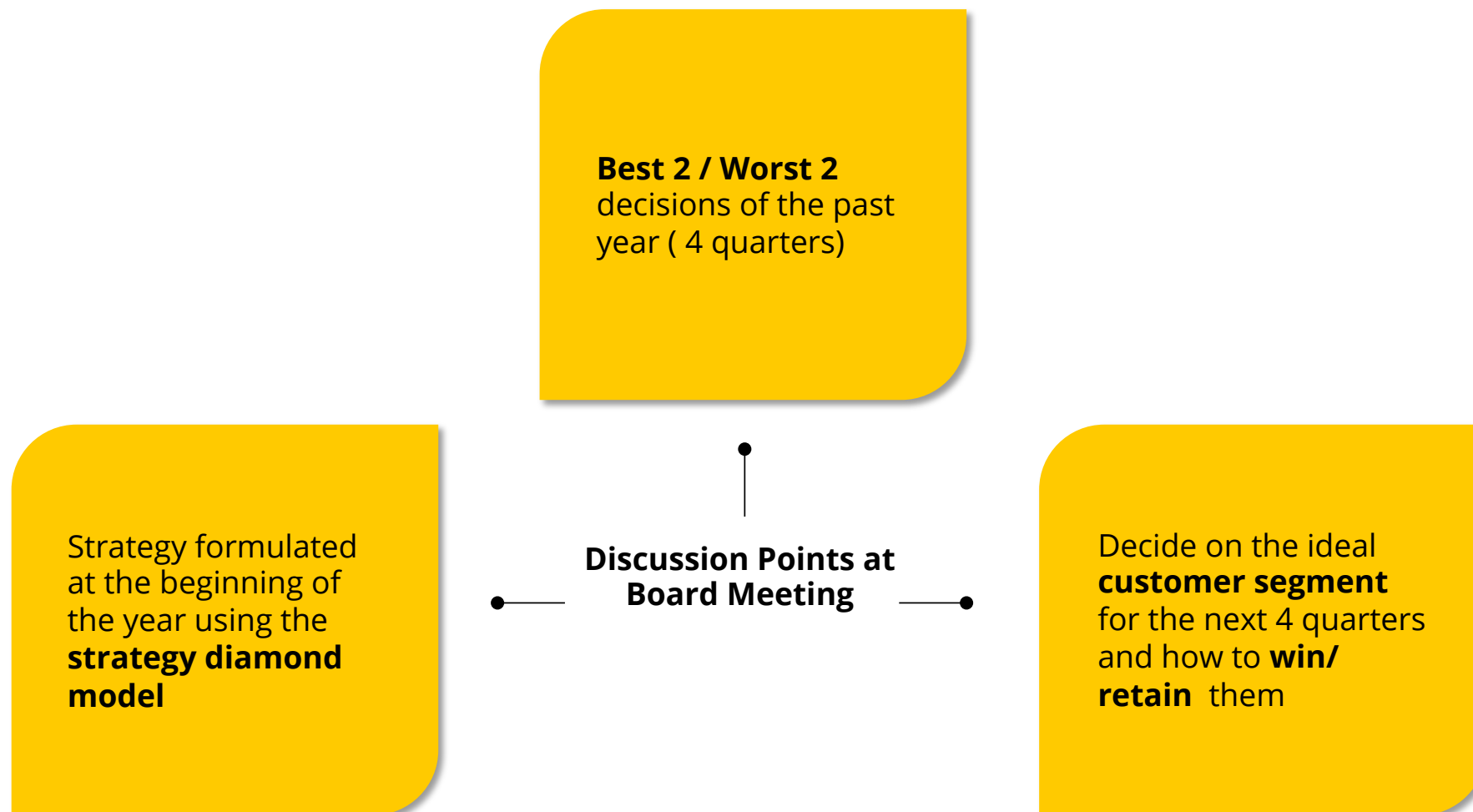
The Participants' Learning Journey

Participants teamed up to run companies that competed with each other in a volatile business environment, **just like in a real business**. The simulation was run across 8 virtual quarters (2 years).

Level Two also included a simulated board meeting at the end of the first year, which highlighted **strategic errors and corrective plans** for the year that followed.

At the end of their respective programs, participants converted their learning into **action items** they would implement at their workplace.





Measuring Program Impact

Six months after level ONE

All participant listed **action items** they would work on soon after each intervention. At the end of six months, enParadigm's **customer success team** got in touch with them to record **implementation progress** of those action items. We got their feedback validated by the reporting managers .

"We have been able to revisit the current strategy, gather insights from customers and debate internally and come up with 4 different themes. We have shared certain transforming initiatives with customers to become agile and cost conscious."

Chandrashekhar Amolkar, Sr. Group Manager - Quality

"One instance related to the financial decision making would be- cost control in the hiring process where we could see the bigger picture behind it."

**Manishwar Jha, Sr. Group Manager-
Aquarial**

"Yes, I have seen improvements in the way he works. Right now he is working on a new transition and he is dealing with budgeting for the project and he is doing a good job at it."

Manish's Reporting Manager

"I wanted to know the logic behind senior level decisions, plan profitability and sustainability. I decided to work collaboratively with other functions and have been able to see some progress after that. Internally I have picked up a project which requires my involvement with all the functions and I am able to learn a lot through this move."

Taranpriet Sawhney, Sr. Group Manager - Operations

"Yes, he has picked up a black belt project which involves all the functions and I think through he is able to achieve all the action items."

Taranpriet's Reporting Manager

"I have been able to consciously apply my action items. Better forecasting has helped us make the right hiring decisions. With regard to the right investment in technology we have been able to make a few changes and the recent one being the 'click and view' capability in our knowledge centre which helps us deliver better."

Vikas Mohan, VP- Operations

*"1. From a strategic thinking standpoint, I have been able to effectively formulate strong strategies, create a cohesive environment for my vertical
2. Financial insights that I have gathered from this workshop has helped me analyse how HR as a function has affected the organisation and which are the areas where costs can be controlled
3. Commercial acumen is an outcome of the financial insights that I had gathered from the workshop and helps me see the impact HR creates on the entire organisation"*

Mahesh Iyer, Sr. Group Manager (HRBP Lead – Insurance)

"I have been able to stay ahead of competitors, for eg: We created a live offering of a particular service. I'm sure there are no competitors for it- we created a niche for us. Also, I have come up with a marketable collateral which as opened up a new revenue stream for us."

Swapnil Gharat, General Manager - Operations

"Every month we do a multi-capacity utilisation calculation which helps us keep the resources intact and we have been able to do the same effectively in the past 4 months. We had identified 17 resources -we either let them go or place them elsewhere. Effective optimisation of resources had a positive effect on the P&L and it helped reduce costs and improve margins."

Divya Pillai, Sr Group Manager - Operations

Measuring Program Impact

Action Items - level TWO

Level Two had 17 top performers from all of level 1. Action items were recorded at the end of the program in September. Progress on the implementation of these action items will be collected around March 2016 .

- ✓ I have learnt overall impact of different functions on the Organisation
- ✓ Going forward, I want to stay focussed on goals, be disciplined and organised

Abhishek Bagwe,
Sr. Group Manager - Taxation

- ✓ Review of P&L on monthly basis
- ✓ Action items to be reviewed on weekly basis and amended if required
- ✓ Action items to be based on strategic thinking

Anita Menezes,
Sr. Group Manager

- ✓ Analysis contribution
- ✓ Long-term strategy
- ✓ Work towards long term strategy and change as per market norms

**Deepali Agarwal,
Sr. Group Manager**

- ✓ Look at my P&L and understand various factors impacting P&L
- ✓ Plan better to ensure business is profitable

**Sivakumar Omprakash,
Sr. Group Manager**

Questions?

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