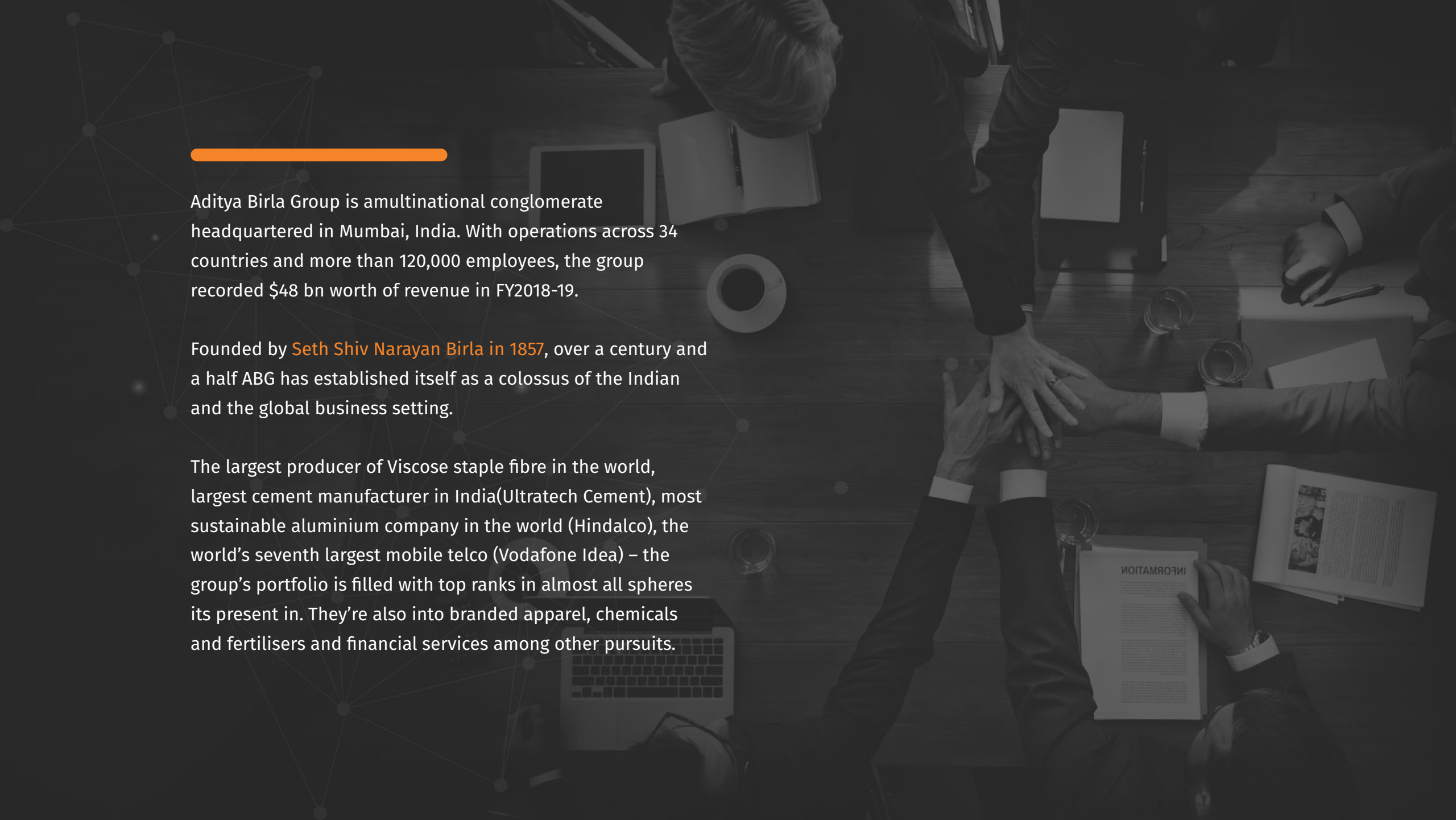




ADITYA BIRLA GROUP

# Building Critical Competencies for **Aditya Birla Group's** Global Workforce





Aditya Birla Group is a multinational conglomerate headquartered in Mumbai, India. With operations across 34 countries and more than 120,000 employees, the group recorded \$48 bn worth of revenue in FY2018-19.

Founded by **Seth Shiv Narayan Birla in 1857**, over a century and a half ABG has established itself as a colossus of the Indian and the global business setting.

The largest producer of Viscose staple fibre in the world, largest cement manufacturer in India (Ultratech Cement), most sustainable aluminium company in the world (Hindalco), the world's seventh largest mobile telco (Vodafone Idea) – the group's portfolio is filled with top ranks in almost all spheres its present in. They're also into branded apparel, chemicals and fertilisers and financial services among other pursuits.

# Identifying the Need

In 2015, ABG's Global Center for Leadership Learning, Gyanodaya, came up with the need to enhance various competencies for the Group's employees across roles, functions and geographies. This was in keeping with their focus on building up these managers to execute ABG's strategic initiatives, since their decisions have an all-round impact on not just their own teams, but on other functions as well.



# Enparadigm has been delivering these programs year-on-year, covering the following learning objectives:



The programs delivered have been at the business units of the following locations:



1 Mumbai, India

2 Sambalpur, Odisha, India

3 Santos, Brazil

4 Hannover, Germany

5 Marietta, Georgia, USA

6 Dubai, UAE

7 Seoul, South Korea

8 Bangkok, Thailand

# Program Structure

The program usually runs over a span of six months starting from the design phase through to the final delivery and impact post program.

## The various components involved in the program are:

- Pre-workshop calls with participants and reporting managers
- Simulation-based Workshops
- Story-driven self-paced Modules
- Learning Reports
- Behaviour and Business Impact Reports

Basis the work done and implementation of the action items from all sessions, an impact report is generated after six months. Inputs are taken from the reporting managers to have a well-rounded understanding of whether there has been a demonstrable impact on the participants' work and decision making overall.



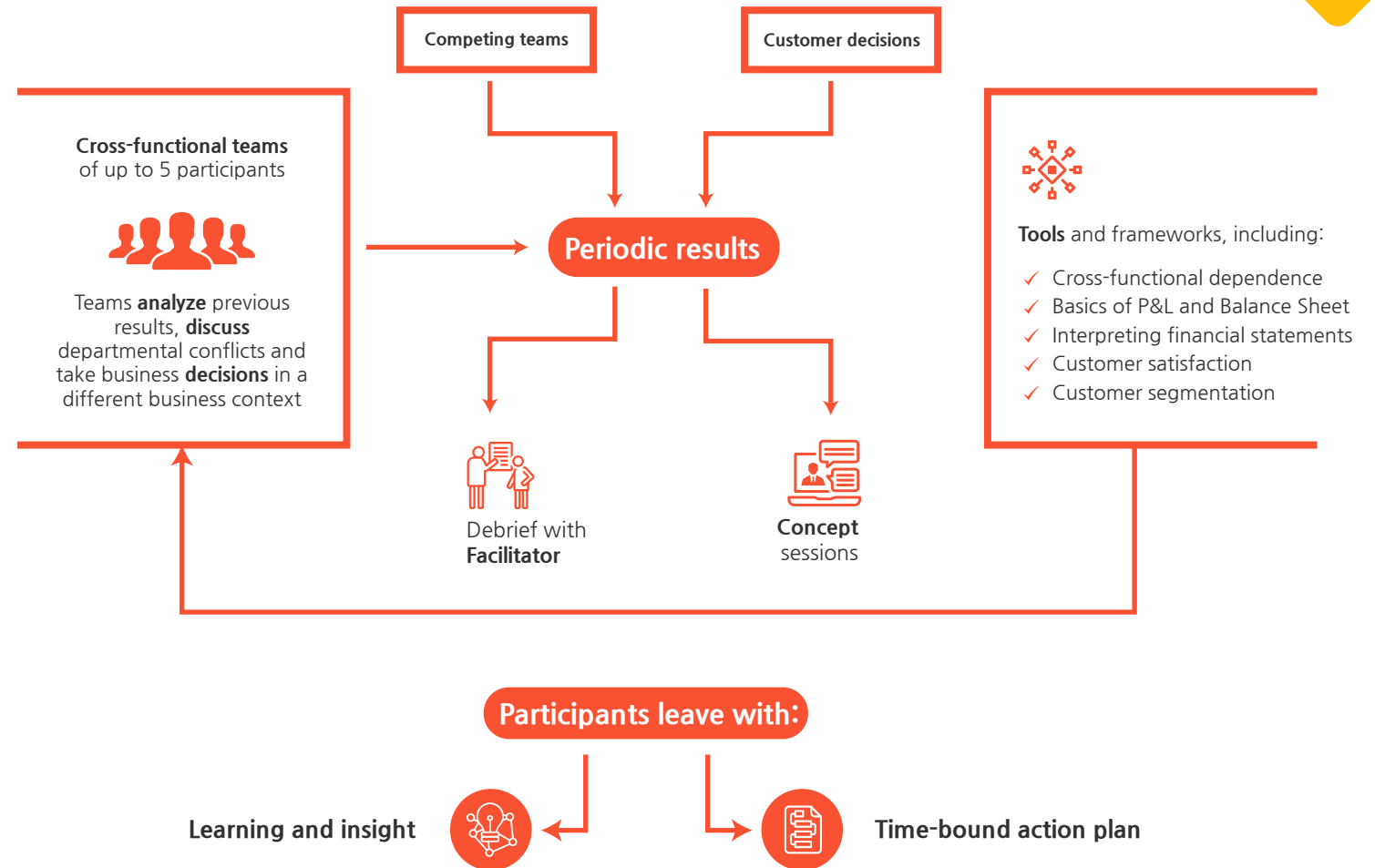


# Business Competencies

The workshop's key piece is gamified learnings through a simulation, played by cross-functional teams of 3-5 participants that have to take business/people decisions in a virtual environment.

Frameworks like the Strategy Diamond, Value Equivalence Model etc. are embedded into the simulation, and each round is supplemented with sessions from the facilitator around the identified competencies.

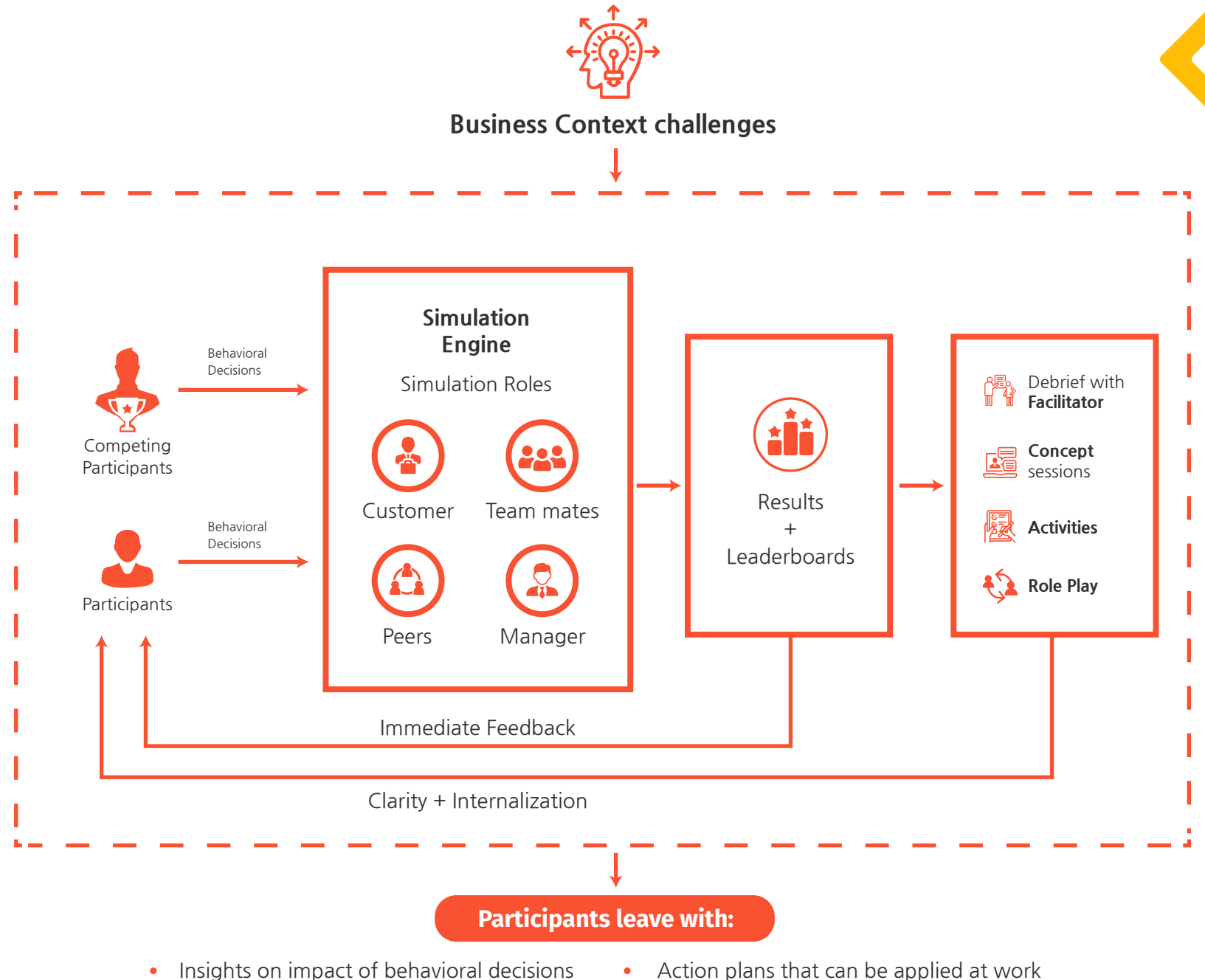
The learning reports are created four weeks after the workshops, basis scores from online modules that are shared with participants in order to reinforce the learnings from the session.



# Behavioural Competencies

These sessions are designed around competencies of Self-mastery and Communication Skills. These are simulation-based sessions interspersed with concept sessions, role plays and activities to drive and internalize learning.

Participants repeat this cycle over **many business periods**, each with its own set of challenges and concepts.







## Instructor Led Training – Negotiation Skills

These sessions were done through two virtual workshops of 3 hrs each. These sessions have discussions on opportunities to negotiate, an individual activity each, and role plays that are recorded and feedback shared. Interactive discussions in smaller groups in Breakout Rooms are also done.

The key learnings are around what the counterpart values and their styles of negotiation – Compete, Collaborate, Compromise, Avoid, Accommodate.

These learnings are then discussed over group coaching calls by the instructor, which are spread over 4-6 weeks. Each call has 6 participants (2 groups), and each group call will last about 90 minutes.

### Program Highlights

In the face of the Covid pandemic, all the batches in 2020-21 were done over virtual sessions instead of classroom sessions.

Adjustments had to be done by facilitators for participant engagement and reciprocity, cultural nuances in the other geographies. Sessions to impart understanding of the local market context and cohort was done by client representatives of the respective country.



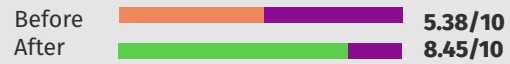


# Program Feedback

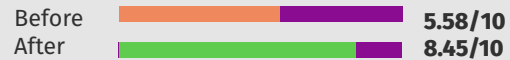
Here's the cumulative feedback from the most recent batches completed:

## Business Simulations

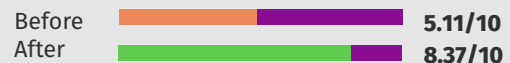
### My appreciation for the role played by other functions



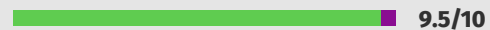
### My interpretation of business financial statements



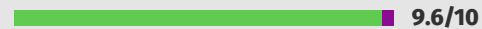
### My understanding of strategic thinking



### Overall Learning Experience:

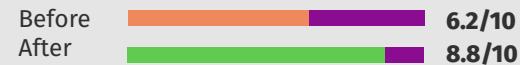


### Recommend the Program to Other Peers

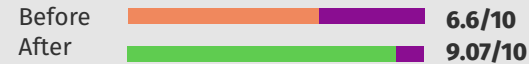


## Behavioural Simulations

### My understanding of Focus and Prioritization



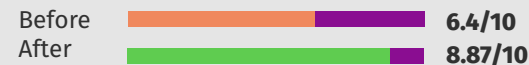
### My approach of Ownership & Accountability



### My understanding of Social Styles



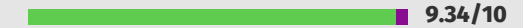
### My approach of People & Task Orientation



### Overall Learning Experience:

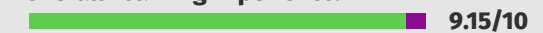


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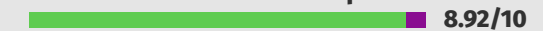


## Instructor Led Training Sessions

### Overall Learning Experience:



### Effectiveness of the workshop





# Program Impact



## Participant Designation



## Key Takeaways



## Action Items Committed



## Impact Post Three Months



## Reporting Manager Feedback Months

### Sr Scientist

1. Good understanding of balance sheets
2. Better understanding of impact of decisions

"Increasing revenue by developing process for value added product for ABC Thailand. At present only tons are being manufactured per year. With improved process potentially ADC - T will be able to manufacture 500 tons per year and value addition is RS 25000/LT."

"Have successfully delivered extra tons to clients, and within two months will surely be able to manufacture 500 tons. And also, there is a lot of improvement in quality."

"He is doing exceptionally well in the last few months; he is owning his projects and has taken many extra responsibilities. His presentation skills got improved so much now, and he shows a lot of bonding towards the team as well."

### Manager, Chemicals & Materials

1. Importance of standing out in market
2. Importance of cash flow
3. Importance of customer priority vs need

"1. Deliver a resolution to current business to reduce grinding energy at Sidhi. Reduction of the energy : 0.5 KWH/t cement.  
2. Implement quality predictability model at cement business which improve quality consistency and requirement of testing process can be reduced to 12 times to 2 times - next months. Two persons can be saved in this process."

"Have saved energy 0.5 kWh to 0.4 kWh for the Sidhi project. Also, implemented quality predictability model at cement business, although they still have to dedicate manpower for one project."

"In terms of customer priority and their needs, his performance has gone up. And he is doing an excellent job with customer interaction. He is planning his marketing strategy in a very planned way, and approaching attitude has also changed now."

### Regional Head, Logistics

Broad idea of effective business operation

1. Inventory rotations - reduce inventory cost
2. Supply more quantities to high contribution geography times - next months. Two persons can be saved in this process."

1. Wherever lead time is less, we have increased inventory rotations and reduced the inventory cost.
2. We have increased movements to high contribution geography

"He is anyway a very bright person, and after this workshop, he is doing really great with the project, also he's learning new things for the project and also coming out with good plans/ideas."



## Participant Designation



## Key Takeaways



## Action Items Committed



## Impact Post Three Months

### GM, Plant Maintenance

1. Understanding of P&L statement
2. Overall business environment in the wake of competition
3. Health and happiness are above all

1. Reduce workshop inventory by 10% within December 2019
2. Reduce consumption of lubricants in calculation by 20% by December 2019

1. Reduced inventory by ordering in lots and incorporating staggered deliveries, to take advantage of lot size price benefits and at the same time maintaining minimum inventory at our premises. 10% has been achieved.
2. Lubricant consumption was reduced by introducing Single Point Lubricators at all critical points, avoiding the need for frequent lubrication, also introduced the technique of Ultrasound for bearing monitoring which gives us the prompt trigger for bearing re-lubrication. 15% has been achieved.

### Manager, Consumer Insights

1. Looking at the actual financial data
2. Importance of unique value proposition
3. Actual simulation of business

1. For Ultra-Tech, will try to have unique value for customers segment of IHB in a commodity market – will give justification to end consumer, through market share increase for the segment.
2. Reduce cost for end to end logistics - 2 t will be done by not setting up godown wherever required and taking from plant directly. Through overall increase in NCR and decrease in logistics cost. It would begin by end of this year to pilot in a particular depot.

“Have taken the initiative for unique value for customers segment of IHB. Customers are more aware of their products, and they like so many things. Brand loyalty has increased so much after this process.”

### Industrial Relations Head - Refinery, Mines & Expansion Project Insights & Brand Development

1. Impact of financial acumen on overall business strategy implementation
2. Importance of forecasting on all other functions
3. Faster thinking

1. Reducing IR issue at website - decreasing the number of work stoppages to zero at all project work 2. Employee engagement at project office - increasing workplace participation and engagement to 100%

- 1) It is Work in progress. We develop strong network of people to get information, communicate with them and ensure no issues are left unresolved. The issues get resolved and it helps in building trust immediately.
- 2) Engaging our workmen through instant recognition program. Recognize them based on the work done on the spot. Also, funds are allotted to different departments and then they allot it to their workmen.



# Participant Testimonials

"I have learnt the skills to use during negotiations to get good benefits using ethical ways. Will consciously practice the skills in future."

Vijay Landore

"it was great time to understanding comprehensive view and strategic thinking. Also, well made simulation programs helped us to participate the class with higher focusing. Well made and recommend to others, especially for Manufacturing industries"

Kyung-soo Park

"Good simulation! We realized that the strategy is very important. If the strategy is wrong, we might not be able to turn it better."

Guangxin Chen

"Great workshop! Very well done and very useful information delivered in an excellent manner. I would highly recommend this Workshop to anyone that is interested in improving their strategy decision making with the help of financial ratio to make organization more profitability in growing their business opportunities."

Amish Sheth

"Very well organized, with good software support; did not expect online training can be so much fun - the total amount of long loan shall be designed linking to total revenue, which reflects more real world situation and makes participate more cautious about their expansions in the beginning, which should help with the diversity of marketing"

Lukai Zhao

"Great experience with a wonderful tool. Very user friendly"

VJavier Morilla Cernuda

"Very interesting the way this "game mode" is a living learning experience, and these types of learning are the ones that better stay with us"

Leonardo Souza

"Loved this workshop. John is an excellent presenter. The simulation software was also very well done."

Brian Rehus

"Great learning, good experiences and time flew by. It was fun meeting people from other areas of the company. Teamwork was very fun."

Jeffrey Sharpe

Find out more at  
[www.enparadigm.com](http://www.enparadigm.com)

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