



Caterpillar to Butterfly

Promising Talent Hi Po Development Program

HiPo Journey for Individual Contributors: Dow Inc.

Founded in 1897 and headquartered in Michigan, Dow is an American chemical and plastics manufacturer that is one of the world's leading suppliers of chemicals, plastics, synthetic fibres, and agricultural products. They posted revenues of \$43 bn for FY19, and has more than fifty thousand employees across the world in 160 countries. They're called the "chemical companies' chemical company".



Identifying the Need

As a company, Dow has a strong mechanism of building an internal pool of leaders.

Despite being faced with the COVID crisis, Dow was determined to keep investing in developing their future leaders, this time with a virtual approach and without losing any essence of learning effectiveness.

Mr Amitrajit Ghosh, Site Head HR and Mr Arturo Lambarri, Director of Central Engineering had identified a pool of individual contributors across their US and India facility. The idea was to bring them to the next level.

They identified the dimensions of a HiPo transitioning to the next level and also the learning objective of each dimension.

As a next step, they tied up with Enparadigm for solutions that could address these dimensions in a virtual format.

Program Structure

The dimensions identified by Dow for the growth of their ICs to leadership roles were as follows:



Performance and Learning Agility



Career Goals and Ambitions



Strategic Agility



Mental Agility and Analytical Thinking



Transformation and Innovation Mindset

Within each of these HiPo dimensions, there were various learning objectives identified as well. Enparadigm analysed these and proposed a learning journey with 3 development modules mapped to them.



Managing Self



Managing Business



Managing Relationships

Mapping of HiPo Dimensions with Modules

HiPo Dimensions	Learning Objective	Development Module
Performance and Learning Agility	Deliver above and beyond on agreed goals and add new challenges	Managing Self
Career goals and ambitions	Shows high level of aspirations and proactively seeks out demanding assignments to get noticed, testing their strengths and stretching their abilities. Shows desire to rise	Managing Self
Strategic Agility	Understands the connections across functions and businesses, showing the ability to anticipate and see the big picture	Managing Business
Mental agility and analytical thinking applied to business	Shows mental agility and critical thinking. Can get to root causes and asks the right questions that challenge conventional wisdom	Managing Business
Transformational and innovation mindset	Leads the way through complex challenges, engaging and inspiring stakeholders to see the endgame, while fostering a creative work environment	Managing Relationships

Program Methodology

The mapping of the competencies to the HiPo dimensions was done prior to the launching of the program. Expectations from the business leaders were set clear by July 2020, and over a period of three months from August through October the three workshops on managing self, business and relationships were rolled out.

Pre-journey surveys were also given to the participants beforehand, to understand their expectations from the learning intervention.

Other components of the journey were:

Micro-learning retention modules

rolled out after session on Managing Self

Individual business projects

rolled out after session on Managing Businesses



Program Outcome

Managing Self:

Overall Learning Experience: 8.7/10



Participants' understanding of the importance of managing time and bandwidth

Before 6.5/10

After 8.4/10

Participants' approach towards time management

Before 6.3/10

After 8.4/10

Managing Business:

Overall Learning Experience: 9.2/10



Understanding of the complexity involved in running a project business

Before 5.1/10

After 8.2/10

Understanding of how project management function affects other functions in the organization

Before 5.7/10

After 8.7/10

Understanding of how decisions affect the company's financial performance

Before 6.2/10

After 8.5/10

Managing Relationships:

Overall Learning Experience: 9.2/10



Understanding of effective communication

Before 6.7/10

After 8.9/10

Understanding of social styles

Before 6.1/10

After 8.9/10

Recommend this program for other managers



PARTICIPANT TESTIMONIALS

“ “ This was a very good way to reinforce some of our learnings and to test things out. It forced me to really think about what I would do in these situations and I feel more confident in taking some of these practices into my work/personal life.”

- Jacqueline Heard,
Project Engineer

“ “ It's a very unique simulation experience which accounted for complex decisions made by the user. The scenarios are realistic and results published were consistent to the assumptions made at the beginning. A great tool to understand planning, time and team management.”

- Karthigeyan Rajendran,
Process Automation Manager

“ “ The business simulation is really an eye opener, we think we are very good planner/leader, but in real scenario, we need to understand a lot before getting into the actual business.”

- Adi Ganesh Arunachalam,
Senior Hardware Discipline Engineer

“ “ I think this is a valuable experience that helps to teach business finances and management. I think it must be learned before it is needed in your career.”

- Chad Bailey,
Design Engineer

PARTICIPANT TESTIMONIALS

“ “ Being a Subject matter expert on the technical front for 13 years (complete span) of my career, numbers in the business world and resource management is not something I have been exposed too. This training expanded my tunnel vision and helped me learn some lingo of the business world, mainly demystify it.”

- **Minoo Priyanka,**
Senior Technology Specialist

“ “ Converse simulation is a great tool to learn and improve on the communication effectiveness of our day-to-day professional interactions with various stakeholders having different social styles. It also made me understand the amount of assertiveness factor that needs to be put in when dealing with certain stakeholders with different social styles.”

- - **Shruti Maurya,**
Senior Hardware Discipline Engineer

“ “ I was having issues with completing task with individuals that are expressive by nature. I am now more better equipped to get tasks completed now that I understand what is needed for them to move forward.”

- **Dorothy White,**
Process Automation Hardware Lead

“ “ Very interesting case study which helped me understand how our conversation with people with different social styles, affects the relationship and the effectiveness”

- **Vignesh Ram V,**
Senior Engineering and Maintenance IT Specialist

Application of Learning – Impact After 3 Months

"I have built a stronger bond/relationship with my instrument lead and procurement manager by applying **more active listening**. This has overall led to more productive meetings. I have also gotten a **better understanding of my social style** and am more aware of some of my own strengths and weaknesses."

"**Understanding of social styles** helped in have some productive discussions with critical stakeholders in recent project reviews."

"Based on social style, I could adapt my email to convince a stakeholder, I also have more insights into the company balance sheet."

"On a technical front, having a **customer centric approach** to propose design recommendations has helped me."

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