



The company was growing both in terms of revenue and number of people. People were trying to rise to the challenge and were taking on more responsibilities.

Everyone was getting stretched including the management, and it was becoming difficult for them to get into details and resolve daily operational challenges.

While the younger managers were good performers, they were still escalating a lot of issues at the last minute and at times ruffling a few feathers.



## Diagnosis

After spending time with the entire team, we understood the challenges that the managers were facing.

As they took on additional responsibilities they had to now deal with people in other departments and sometimes had a few younger people to guide. There were more people interactions now. They not only had to manage other people but also manage their own increased workload. Besides needing to build skills for both these things, they also had to strengthen their communication skills, interpersonal skills, planning, goal-setting, time management and more.



## Action

- We created 12 small, easy-to-assimilate modules, each for two hours, on basic managerial concepts.
- After every 2 modules, they had time for active learning as they were given assignments to actually use what they had learnt, in their sphere of work.
- The classrooms itself were very interactive with videos, games and printed hand-outs.
- Each topic focused on few key insights that participants gained through experiential learning. It was ensured that there was no information overload and the module was effective in building awareness.



## Result

It was interesting to see that though the same inputs were given to all the managers, each one picked up aspects that were relevant to them and tried to develop themselves on them. For instance, after the communication module, while one manager took on the task of improving his listening skills, another decided to focus on being less aggressive, and a third, felt it was important to focus on projecting a more confident self.

# FIRST LINE

**“ We’re growing and it is becoming increasingly difficult for us to stay on top of day-to-day matters...the younger managers need to be equipped to manage... ”**

- Senior Leadership of a Manufacturing Company.

# MANAGEMENT PROGRAM