



“Our extended leadership team, comprising AVPs and VPs, needs to build capability in Impactful Communication and in Influencing Stakeholders. We would like them to show demonstrable improvement in a short period. Whatever learning intervention we consider should follow the 70-20-10 learning model”.

From the technology support team of a Multinational Bank.

Kelsa’s Diagnosis

Being at the levels of AVP and above, the target audience of 38 executives has already demonstrated its leadership ability. The key was to re-examine the basic principles of the capabilities required and to ensure that they are able to apply them in their day-to-day situations. Though stakeholders were spread over various geographies (and cultures), it was more important to address a reflective and thoughtful approach to building these capabilities than to focus on cultural differences, since operating processes and systems helped to provide a standardized context across geographies.

Action

Kelsa designed a learning intervention spanning nine weeks, which involved not only the participants, but also their reporting managers in the process. In the 70-20-10 learning model, 70% of the learning is drawn from on-the-job experiences. The critical aspect was to design a framework that would help each participant reflect upon his/her work and behaviour on a day-to-day basis through the period of the learning intervention. This was done through a customized ‘Learning Diary’, which had specific activities for each work day as well as space for recording observations. On a weekly basis, the participants met in small groups (of 6-8) to share their experiences. Kelsa facilitated these meetings to draw out common learnings and to encourage the participants to try out new tools or approaches. These meetings contributed to the peer-learning and modeling aspect of the 70-20-10 learning model.

Formal inputs, contributing to the 10% piece of the learning model, were provided through two workshops of

two days each. These workshops were a blend of tools, simulated exercises, role plays and small group activities, addressing the specific capabilities that were being covered. With a four-week gap between the workshops, there was enough opportunity for participants to put their learning into practice. Kelsa also supported the reporting managers in their review of the participants’ learning through a Feed Forward session, which was to build a common commitment on improving the identified capabilities.

What We Achieved

Even within the first two weeks of the learning intervention, participants felt a perceptible change in the responses from their stakeholders. Using the techniques they were exposed to at the workshops, they were able to provide more realistic commitments to their stakeholders. A majority of the participants were able to develop more assertive communication patterns; these patterns were fundamental in their being able to provide a higher level of win-win options to their stakeholders.

