

“Everyone seems to be performing at least 2 levels below par...they are unable to deliver under pressure... there was lack of cohesiveness...union has been formed... the global leadership is considering tough measures because of these issues...”

A world leader in the auto component industry.

Diagnosis

We felt that these were only symptoms of a deeper problem and there was a need for a systematic organisational diagnostic evaluation.

Action

We found a way to combine the proven HR Models of OCTAPACE and Star Model. We designed a framework in which we interviewed all senior level managers one on one and involved the middle and junior level managers in focus group discussions. In effect, we used this tool across...right from the CEO to the junior-most operatives in the organization. Our findings included competency gaps, no passion for the organisation, lack of alignment with local and global goals and employees entrenched in functional silos. Based on this study we initiated Cross Functional Teams (CFT) to address each of the problems and hand-held the teams in formulation of action plans which are currently in the process of implementation.

Result

Teams became more conscious of the need for effective communication. They were able to align their goals and come together as a cohesive unit. Global leadership is pleased with the progress and is closely working with us to implement further HR interventions.

