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THE JOB TO BE DONE

One of India's largest fast moving consumer goods company has always attracted top talent from campuses and has been an employer of choice for many years. However in the last three to four years, their growth has been stagnant. The leadership team undertook a soul searching exercise and looked at the reasons for poor performance. One of the key reasons was that there was not enough clarity and commitment of the strategic agenda by people down the line. People were working in different directions and were not aligned to one common goal. They were not working with each other.

SOLUTION

The execution of the strategy was identified as a big bottleneck to delivering results. In that context, they approached FranklinCovey South Asia to help them build their capability.

Under the FranklinCovey team led by Rajan Kaicker, they initiated the xQ survey across 2,200 people (about 100 intact teams) right to the level of officers. The xQ score revealed a number of gap areas. They trained 21 in-house trainers to deliver the 4 Disciplines of Execution as a means to bridge the gaps. All 100 intact teams went through an xQ debrief and a session on the 4 Disciplines of Execution. The process began in April and by the end of August, they held 60 debrief sessions and 40 4 Disciplines workshops.

RESULTS

The task at hand is very large and there is a long road to travel before they can say that they excel at Execution. However initial results show great willingness, ownership and acceptance of the new approach and it is heartening. There has been renewed energy and today they have moved the needle on clarity and commitment on their Wildly Important Goals.

The goals are now very well translated down the line and people are aware of how they contribute to them. Measurement and tracking of progress has been accepted and people are aware of how they contribute to the goals and the progress being made.