



Genpact Cultivates High-Potential Leaders

Genpact

Best Advance in Leadership Development

August 2018

Company Background



Company-at-a-Glance	Genpact is a global professional services firm that makes business transformation real. Genpact drives digital-led innovation and digitally-enabled intelligent operations for its clients, guided by experience running thousands of processes for hundreds of Global Fortune 500 companies.
Headquarters	Domiciled in Hamilton, Bermuda, with executive headquarters in NY
Year Founded	1997
Revenue	\$2.74 billion in FY 2017
Employees	78,000
Global Scale (Regions that you operate in or provide services to)	70-plus delivery centers in 16 countries
Customers/Output, etc. (Key customers and services offered)	800-plus clients in 70-plus countries; one-fourth are Global Fortune 500
Industry	Business process management, analytics and IT services
Stock Symbol	G (Listed on NYSE)
Website	www.genpact.com

Budget and Timeframe

Overall budget	\$760,300
Number of (HR, Learning, Talent) employees involved with the implementation?	The team is comprised of senior vice presidents and business leadership from CFO services and consulting, HR and training, L&D and hiring. The program office consists of a program manager and program lead.
Number of Operations or Subject Matter Expert employees involved with the implementation?	Six to eight senior leaders globally; eight to 10 subject matter experts and lead solution architects from different practices and verticals were involved at the evaluation stage.
Number of contractors involved with implementation	For the eCornell curriculum — eCornell: Cornell University for Residential — Genpact leveraged best-in-class learning partners to deliver a theme-based residential.
Timeframe to implement	10 to 12 months
Start date of the program	eCornell leadership certification was launched with 25 high potential participants in August 2012. Since then, five batches have been launched, giving 123 participants an opportunity to hone leadership skills. It's a 12-month-long certification program.

Business Conditions and Business Needs

Genpact started as an ambitious BPO serving GE's back office in 1997 and created a new name and path for itself in 2005 by becoming an independent company to bring its process expertise and unique DNA in Lean Six Sigma to clients outside the GE family. In August 2007, it became a publicly-traded company (NYSE: G).

Since then Genpact has grown on a truly global scale, nearly tripling its revenues and more than doubling its workforce to more than 78,000 employees in over 20 countries. Its global client relationships grew during this time from 55 clients in 2007 to more than 265 clients who are above \$1 million in annual revenue today, including more than one-fourth of the Fortune Global 500.

Today, Genpact is a global professional services firm that makes business transformation real, driving digital-led innovation and digitally-enabled intelligent operations for its clients.

One of the key growth drivers for Genpact is the F&A services portfolio, and the last few years were years of investment in CFO and transformation services. The workforce that was a part of services had to be upskilled, multi-skilled and retooled. The company had a clear focus to maintain its edge by investing in building its capability depth through hiring external talent, as well as building talent internally.

These were the challenges identified when the group deliberated the need, which required a path-breaking solution:

1. There was an implicit need for Genpact's teams to shift gears from being "execution experts" to becoming "trusted advisors." It was therefore imperative to build leadership DNA in the company's top talent and build values like inspiring others, executing strategic vision, creating culture of excellence and being collaborative and consultative.
2. There was a need of a learning solution for a team that was technically strong and had deep domain expertise. Off-the-shelf learning solution didn't address the need to build technical depth alongside developing key leadership competencies.
3. There was a lack of a blended learning option that provided external breathing, internal leadership exposure and opportunity to showcase technical depth.

*CFO and transformation services comprised of six functions:

Practice: Each service line is supported by a team of domain experts (SMEs) who are responsible for creating innovative solutions, building competence, supporting prospective business opportunities and developing intellectual property (IP).

Solutions: A global team of senior leaders (LSAs) aligned by service line, working closely with the practice, transitions, IT, pricing, sales and operating teams to stitch together overall solutions that address clients' pain points and spear-heading CXO-level discussions for prospective and existing clients.

Enterprise consulting: The team works jointly with the consulting team on opportunities involving restructuring of the core operating model, along with driving efficiency and effectiveness through process improvement and enterprise performance management. These projects are typically done onsite at the customer locations and leverage Genpact Quality, SEP and other such methodologies. US, Europe, Australia, Asia and South Africa

are the key geographies where these teams operate from, and within each geography they are aligned to the enterprise industry verticals.

F&A consulting: The consulting and enterprise consulting teams work jointly on opportunities to design and implement new target operating models and deliver significant business performance and cost management improvements. They also drive Global Business Services (GBS) and process-based transformation for existing and new clients. These transformation projects are typically done onsite at the customer locations and leverage Genpact Quality, SEP, lean digital and other such methodologies.

Enterprise risk consulting (ERC): The ERC team has domain expertise in risk management solutions for finance, operations and IT and its role is to reimagine risk and compliance across the front, middle and back office.

Vertical consulting: Similar to F&A consulting, this team supports in helping clients upstream with their target operating and process model designs and supporting the design, implementation and running of their global business services, primarily focused in a specific vertical.

Overview

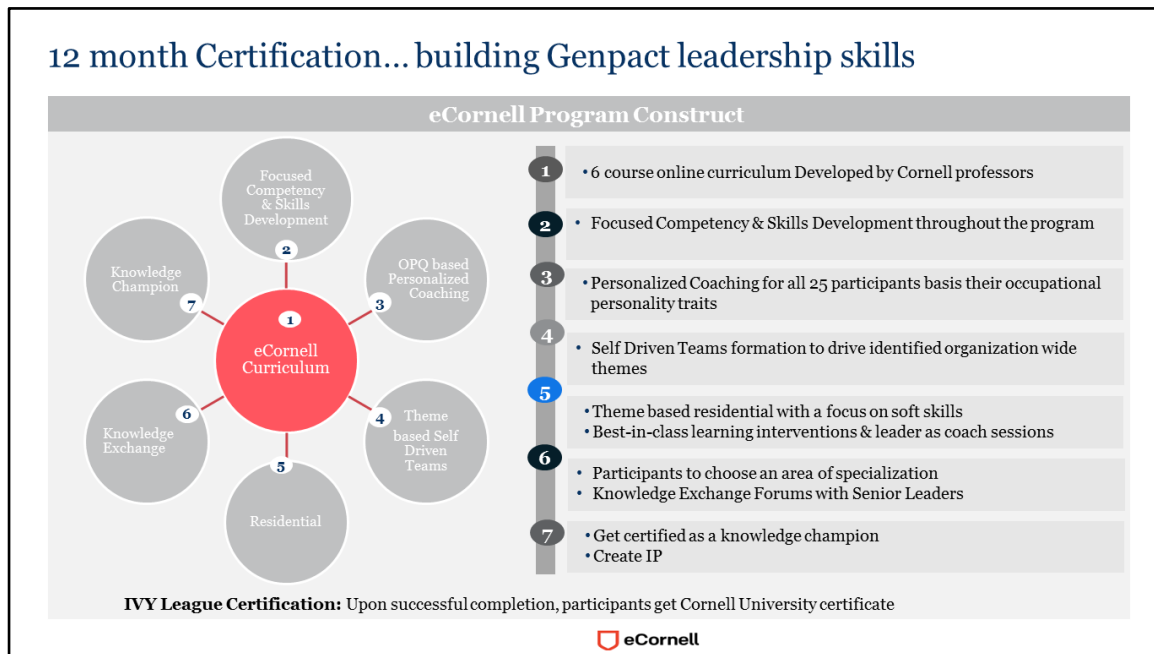
The ASPIRE eCornell Leadership Development program was launched in collaboration with an Ivy League university — Cornell University — in August 2012, with 25 experts from CFO services, consulting, transitions and quality teams globally. The curriculum was designed in partnership with L&D, business teams and the learning architects at eCornell to create a custom certificate mapped to Genpact's leadership competency framework and specific learning needs to deliver the desired business outcomes. The certification program focused on the areas of marketing, project leadership, finance and business acumen. This was an innovative and a unique social learning opportunity for the company's employees and implemented for the first time in Genpact.

eCornell, a wholly-owned subsidiary of Cornell University — an Ivy League University — provides many of the world's leading organizations with online professional and executive development in the areas of leadership and management, human resources, financial management, marketing and more. eCornell's proven course development model and asynchronous instructor-led course delivery provided for engaging, rigorous and interactive learning.

The ASPIRE eCornell Leadership Development Program, a 12-month certification that builds Genpact's high potential leaders, has the following components and delivery methods. The various learning components include:

- **eCornell curriculum:** World-class curriculum that exposes participants to assignments and discussions that require them to think creative, evaluate real business problems and challenges in a collaborative and flexible environment to propose real solutions.
- **Residential Intervention:** An integral part of the certification program that creates an environment of collaboration and enables participants to network with the best of their peers.
- **Self-Directed Teams (SDTs):** To drive prioritized theme-based outcome for Genpact's business. Effective collaboration is the key to success for those SDTs.
- **Career differentiation:** Graduates from the programs are groomed to become the future leaders of the organization.
- **Personal development:** Each participant appears for a psychometric assessment and gets one-on-one coaching by experts.
- **Exposure:** To the senior leadership through high-impact projects and sessions with the leadership team.

Figure 1: The 12-month Certification that Builds Genpact's Leaders



Source: Genpact

CFO and transformation services has been investment areas, being one of the key growth drivers as an outcome of the organization’s revised growth strategy. Genpact made a bet on digital transformation as the future growth trajectory of the company and the broadest set of inputs are driving this collectively. With this change of strategy came a change in the concept of career, contributing to the importance of leadership development more than ever before.

Figure 2: What Participants and the Organization Gain



Source: Genpact

Design and Delivery of the Program

ASPIRE eCornell was launched for high potential talent from CFO and transformation services consisting of subject matter experts, solution architects and consulting teams. These people are responsible to support new deals, work on RFPs, create IP, re-engineer/diagnostic assignments and partner with clients on their transformational journey, etc.

Another target audience for the program was the quality team responsible to build Lean Six Sigma capability of employees. Those teams travel extensively, to the extent of more or less 50% time of the year, and therefore there was a need to provide aspiring leaders with a unique and innovative learning opportunity to develop leadership skills aligned to Genpact's leadership competencies.

The ASPIRE eCornell Leadership Development Program, with duration of 12 months, has the following components:

1. The **eCornell curriculum** that exposes participants to assignments and discussions that require them to think creative, evaluate REAL business problems

and challenges in a collaborative and flexible environment to propose REAL solutions. (Instructor-facilitated online, social, asynchronous)

2. **Residential Intervention**, which is an integral part of the certification program as it creates an environment of collaboration and enables participants to network with the best of their peers. Each residential has a theme which culminates in participants experiencing some best-in-class learning opportunities. (Instructor-led training or (ILT))
3. **Being a Knowledge Champion** — All participants are encouraged to identify one area of specialization with an expectation to research, leverage, collaborate and get certified as a knowledge champion through a panel. (Experiential, on-the-job through action learning project)
4. **Self-Directed teams** to drive prioritized theme-based outcomes for the business. Effective collaboration is the key to success for these SDTs. (Experiential and on-the-job)
5. **Personal Development** — Using occupational personality traits assessment to provide personalized coaching to each participant based on his/her specific development needs against important job competencies.

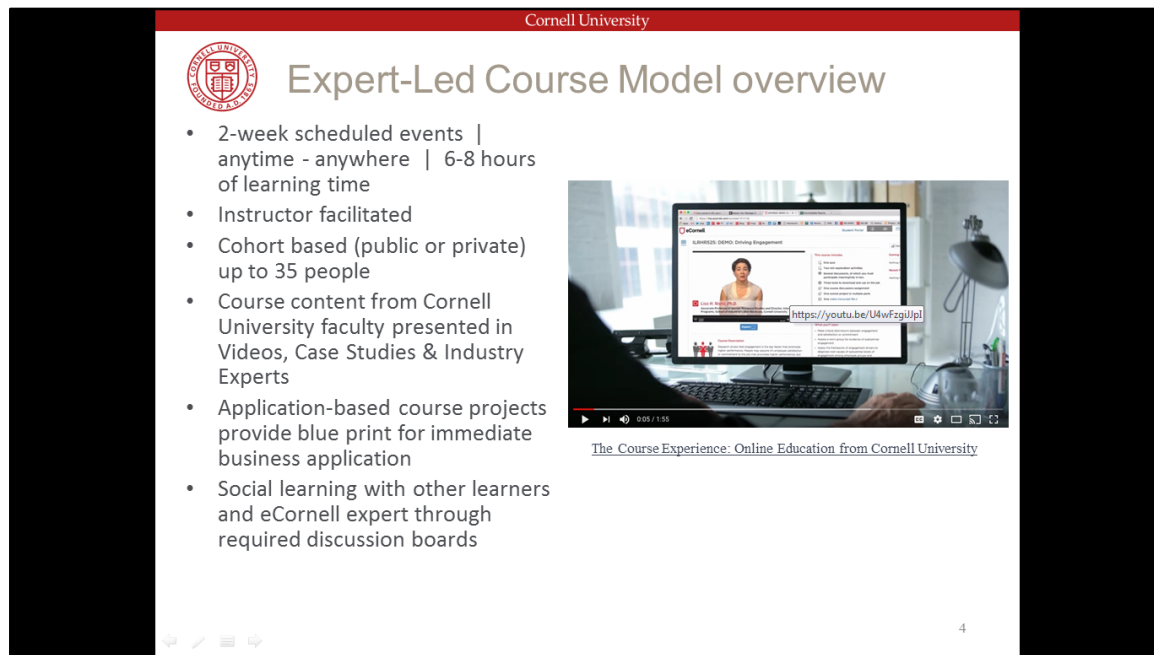
1. Cornell Six-Course Curriculum

eCornell offers high quality, professional development designed by Cornell University professors and delivered by experienced professional instructors. The custom co-branded certificate includes six courses with four mandatory courses and two electives with participants to complete these six courses in a period of 10 to 12 months. It's a cutting-edge virtual social learning platform:

- Nominated and shortlisted participants can choose one of the three tracks containing four core courses (mandatory and common for all participants) and two electives (participants to choose on their own).
- Participants choose timelines around completing all six courses in a period of 10 to 12 months; the option of doing multiple courses in parallel also are available.
- Allows for live interaction and collaboration via webcams, white boards and conferences.
- Students learn together, share best practices and complete assignment with peers.
- Live instructor sets expectations, manages assignments and drives interaction with peers.

- The courses have collaboration elements — opportunities for learners to discuss the problems, share professional experiences and interact with Cornell instructor and fellow students from diverse backgrounds/experiences.

Figure 3: High-Level eCornell Course Model



Cornell University

Expert-Led Course Model overview

- 2-week scheduled events | anytime - anywhere | 6-8 hours of learning time
- Instructor facilitated
- Cohort based (public or private) up to 35 people
- Course content from Cornell University faculty presented in Videos, Case Studies & Industry Experts
- Application-based course projects provide blue print for immediate business application
- Social learning with other learners and eCornell expert through required discussion boards

<https://youtu.be/U4wFzgiUjpl>

The Course Experience: Online Education from Cornell University

4

Source: Genpact

Quick Facts

Mentioned below are some facts for eCornell courses, mode of the course, duration of the course and expectations from the participants.

Figure 4: Quick Facts

eCornell Course Model: Quick Facts

	Problem-based, collaborative, cohort-centric
Course length	2 weeks
Student Learning Time	8-10 hours per course
Student-Instructor Interaction	2 weeks
Total Access to course	2 weeks
Completion Requirements	Required Discussions Required Interactive Assignments Must Complete All Work By Instruction End Date
Completion Deadline	Instruction End Date Pass/Fail
Instruction Grading	Pass/Fail
Collaborative Learning	Instructor & peer interaction integral to student learning

eCornell.com 5

Source: Genpact

eCornell Curriculum: The Three Tracks

The following are the three tracks made available to the participants. Each track has four core courses that are mandatory and common for all and two electives that are different as per the track:

1. Track 1: Strategic Management Focus.
2. Track 2: Inclusiveness and Intellectual Agility Focus.
3. Track 3: Effective Projects and People Management Focus.

Participants can choose one of the above tracks as per their development need and focus. All six courses need to be completed within 10 to 12 months from the date of program launch.

Figure 5: Program Curriculum

Genpact Aspire Program Curriculum

Building Genpact Leadership Skills Custom Certificate (3 certificate Focus Areas)

Strategic Management Focus

4 Core Courses:

- CEPL503 - Turning Groups Into Teams
- LSM605 – Applying Strategic Influence
- CESYS502 - Targeting Product and Service Designs to Customers’ Needs
- LSM522 - Applied Marketing Strategy and Decision-Making Tools

2 Elective Track Courses:

- LSM587 - Leading for Creativity and Innovation
- LSM604 - Mastering the Essentials of Influence
- LSM582 - Strategic Decision Making

Inclusiveness & Intellectual Agility Focus

4 Core Courses:

- CEPL503 - Turning Groups Into Teams
- LSM605 – Applying Strategic Influence
- CESYS502 - Targeting Product and Service Designs to Customers’ Needs
- LSM522 - Applied Marketing Strategy and Decision-Making Tools

2 Elective Track Courses:

- CESYS501 - Getting Started on Product and Service Design
- LSM601 - The Psychology of Getting Things Done

Effective Projects & People Management Focus

4 Core Courses:

- CEPL503 - Turning Groups Into Teams
- LSM605 – Applying Strategic Influence
- CESYS502 - Targeting Product and Service Designs to Customers’ Needs
- LSM522 - Applied Marketing Strategy and Decision-Making Tools

2 Elective Track Courses:

- LSM591 - Leading Organizational Change
- LSM582 – Strategic Decision Making
- LSM589 - Negotiating Skills
- LSM584 – Coaching Skills for Leaders
- CEPM503 - Assessing, Managing, and Mitigating Project Risk

6

Source: Genpact

Figure 6: Acknowledging Participants Upon Successful Completion of Six-Course Curriculum

From: Communication, ASPIRE
 To: GenpactASPIREeCornellBatch4; @Genpact CAPS Band 4; @Genpact CAPS Band 3; @Genpact CAPS Band 2 and above; @Genpact HR Training - SM; Genpact CAPS HR TEAM
 Cc: Ghosh, Shantanu; Aggarwal, Amit RM; Manan, Shalu; Arora, Meghna; Banka, Pratima; Atmdeep, Ashima; Sharma, Radhika
 Subject: ASPIRE: eCornell Batch 4 - Smart Learner Award Winner >> Jaap Van Iersel

Source: Genpact

Once the participants complete all six courses successfully, they are acknowledged and their success is shared with the leadership team, thereby giving them a positive reinforcement.

2. Residential program

One of the key aspects of this year-long certification program is a week-long residential hosted in Gurgaon, India every year for each batch of up to 25 participants. It is aimed at creating an environment of collaboration, enabling participants to network with the best of their peers from across the globe. The leadership theme for these residential interventions gets decided as per business needs year on year.

Through the residential, participants get to leverage an innovative way of leadership development in partnership with best-in-class training providers like Mandel Communications, Designed Learning, Franklin Covey, Stanford, BlackSwan, LUMA and more. The participants also get exposed to “Leader as Coach” sessions. These leadership sessions are facilitated by Genpact’s senior leaders and the topics they choose complement the theme of the residential.

This theme for the last year’s Batch 4 was “Cultivating Professional Agility to Become Trusted Advisors.”

There are aspects to gain trust of stakeholders and this residential is targeted to expose workers to learn and nurture these traits to become trusted advisors.

- Navigating complexity at workplace.
- Enhancing presentation skills and storytelling.
- Executive presence and warmth.
- Proficiency in design methods and using them during conversations with stakeholders.

The residential was one of the opportunities that helped learners not just network but also exhibit curiosity and enable collaboration through peer learning. To effectively capture respective team dynamics, as well as feedback for each participant, Genpact ran a “Peer Survey.” Later, this was shared individually with all participants and their supervisors.

Figure 7: Sample Residential Agenda

ASPIRE eCornell Residential - Batch 4		
Dates	Topics	Facilitator
Theme	Collaboration Skills, Inquisitiveness and Warmth	
Day 1 1st May	Residential Kick off & Introductions	Meghna
	Demonstrating a solution mindset	Shalu Manan
	Collaboration skills (real time and virtual i.e. social media and digital analytics). Nurturing and developing unbridled inquisitiveness and curiosity.	Blackswan
	PLUS Warmth. Establishing intimacy and presence (this element will be woven into day 1 and day 2 also).	
Theme	Navigating Complexity	
Day 2 2nd May	Navigating Complexity Understanding the organizational landscape and how to make things happen, get things done, influence peers and stakeholders. Navigating the corporate landscape	Rebecca Stephens
Theme	Enhancing Presentation and Sales Skills	
Day 3 3rd May	Presentation Skills, building executive presence and reading the room. Knowing when to float and deep dive. A brief introduction into story telling skills and how to put to good effect.	Dawn Ellis
	High impact conversational sales, questioning techniques and listening skills. Negotiation skills.	
Theme	Building Design Thinking Facilitation skills	
Day 4 & 5 4th & 5th May	Design Thinking Facilitator workshop	Shalu Manan & Meghna Arora
	Design Thinking Facilitator workshop Contd.	

Source: Genpact

Figure 8: ASPIRE eCornell Residential Article Goes on Genpact Intranet



Source: Genpact

Figure 9: Residential Batch 4



Source: Genpact

4. Being a 'Knowledge Champion'

As part of the ASPIRE eCornell leadership program, participants are expected to pick one area of specialization. The idea is for them to research, leverage and collaborate to create IP and become a knowledge champion through an ongoing learning process and a panel assessment with senior leaders.

Figure 10: Knowledge Area

Knowledge Area

Knowledge Area Specialization

Why


- Encourage each participant to specialize in one knowledge area to create an edge over others in addition to adding significant value to our business outcomes

What

- All 25 participants to pick one knowledge area aligned to business priorities they would like to specialize in – they must finalize it in consultation with the supervisor & business leader. The expectation from each participant is to **research, leverage, collaborate & get certified as a Knowledge Champion** in that area through an ongoing learning process.

How

- Quarterly Knowledge Exchange Forums with Senior Leaders** – At least 2 participants in each forum will get an opportunity to present their knowledge areas to Leaders & their peers across CFO & Consulting. This is to provide wider spectrum of views, suggestions & feedback to the participants on their chosen areas of specialization
- IP Creation** – We will encourage all participant to contribute to IP creation based on the research and work done in their chose areas.
- Knowledge Champion Certification** – Each participant would get an opportunity to present their knowledge area to Senior Leaders through panel assessments spread across Nov & Dec'18. Based on the feedback received from the panel, the participants would get certified as Knowledge Champions in their respective areas of specialization.



Source: Genpact

5. Self-Directed Teams

Collaboration — the harnessing the power of many minds — is “the” way of working in today’s competitive landscape. The magic isn’t in the concept of collaboratively working in teams, but in the principle behind it — ownership stemming from the power to make decisions. One learns to collaborate effortlessly by making it a way of life. To enable this, Genpact introduced Self-Directed Teams (SDTs) as part of the eCornell program.

The batch is divided into four teams, and each team is assigned a specific theme to work on. The teams were responsible to drive outcomes in our business basis the theme.

The four themes which were identified based on business priorities were :

1. Create a collaborative workforce.
2. Bring back curiosity in the Genpact world.
3. Sharpen conversational skills.
4. Enhance eCornell Program brand values.

Figure 11: Themes



At Genpact, we bet on curious people. As Tiger says, "Curiosity opens up so many windows. When you question more, you listen more. You become more inclusive. In today's world, if you're not curious, you're dead, because every day is so different from yesterday."

We know *you are curious*...here is your chance to prove it!

1. Tell us **how you used curiosity to make an impact @ GENPACT**...share an example of how curiosity has helped you achieve success in Genpact and/or for a client

2. Your story should bring to life one the following **3 themes**:

- Looking at things differently** - you found alternate ways of doing things which led to creating a solution & delivering value to a client beyond expectations
- Intellectual agility** -you leveraged resources to help in demonstrating intellectual agility (external white papers, webinars, genie expert)
- Passion to learn** - leveraging an opportunity to upgrade your knowledge and skills through certifications/training/shadowing/doing project

3. Your story should describe - SCS (Situation, Challenge, Solution). Write in "MS word format". Don't forget to share an exciting photograph. A video will be even better!

This makes you a Genpact celebrity and here are a few awards to win :

- Early bird prize
- Best story for each of the 3 themes
- "**Curious Cats**" **Team award** - for the whole team which submits the maximum stories in the next 4 weeks!

There's more to cheer...

- Each contributor will be allocated 'Learning credits'
- Winning stories will be published on GSocial and on Genpact LinkedIn page
- Winners will get an opportunity to showcase their impact at business townhalls or experience sharing sessions

[Click here](#) to upload your story on the PES Community on G Social

Criteria for winning story - Number of "LIKES" on GSocial PES Community & evaluation by Panel of leaders on the impact generated!

So what are you waiting for....tell us **HOW YOUR CURIOSITY GIVES YOU AN EDGE!**

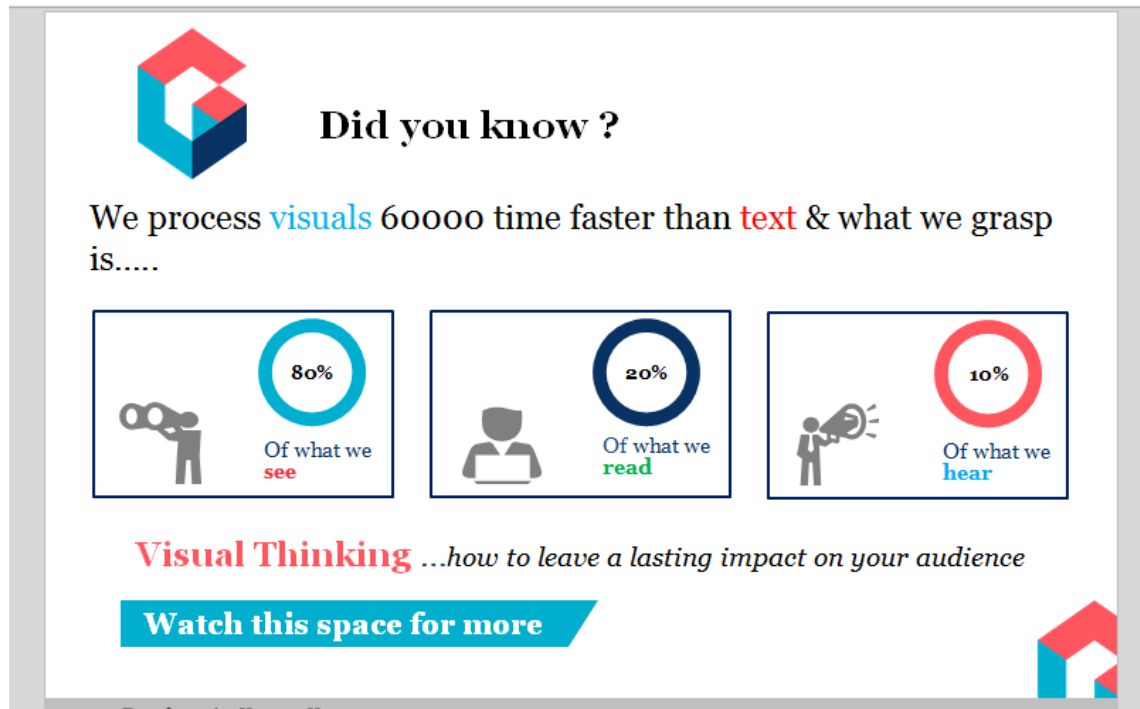
Feel free to contact manish.pawnikar@genpact.com or samir.patodia@genpact.com for any queries!

Best regards
ASPIRE eCornell Batch 4
Self-Directed Team 3

[Click here](#) to upload your story on the PES Community on G Social

Source: Genpact

Figure 12: Visual Thinking



Source: Genpact

6. Personal Development:

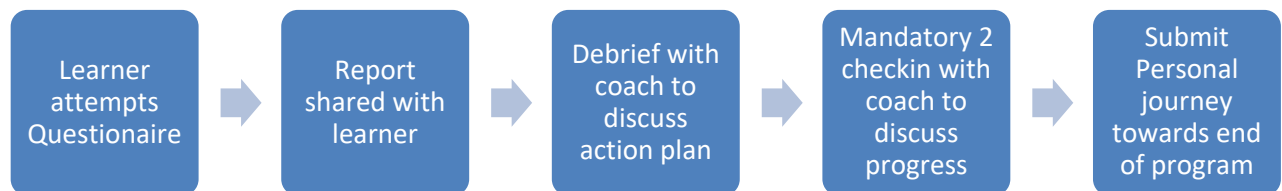
As part of the ASPIRE eCornell program, participants receive personalized coaching based on their individual development needs with regard to leadership competencies. Each one of them appears for a psychometric assessment to find out their specific development needs over next two weeks. Based on the outcome of this assessment, Genpact will provide six to nine months of one-on-one coaching by experts.

The psychometric assessment is called the Occupational Personality Questionnaire aka OPQ. This is the flagship personality instrument of Genpact's talent management partners, SHL. On completion of the online instrument, each individual is provided with a development report which gives them a cue on where they stand, vis-à-vis the certain leadership competencies (in sync with Genpact) in terms of strengths and areas of development. This report, with a synthesized interpretation, is shared with the participants by an expert.

This questionnaire provides objective information on learners' preferred and typical ways of behaving, which is relevant to successful performance in aspects of the job.

The structure which is followed is :

Figure 13: Program Structure



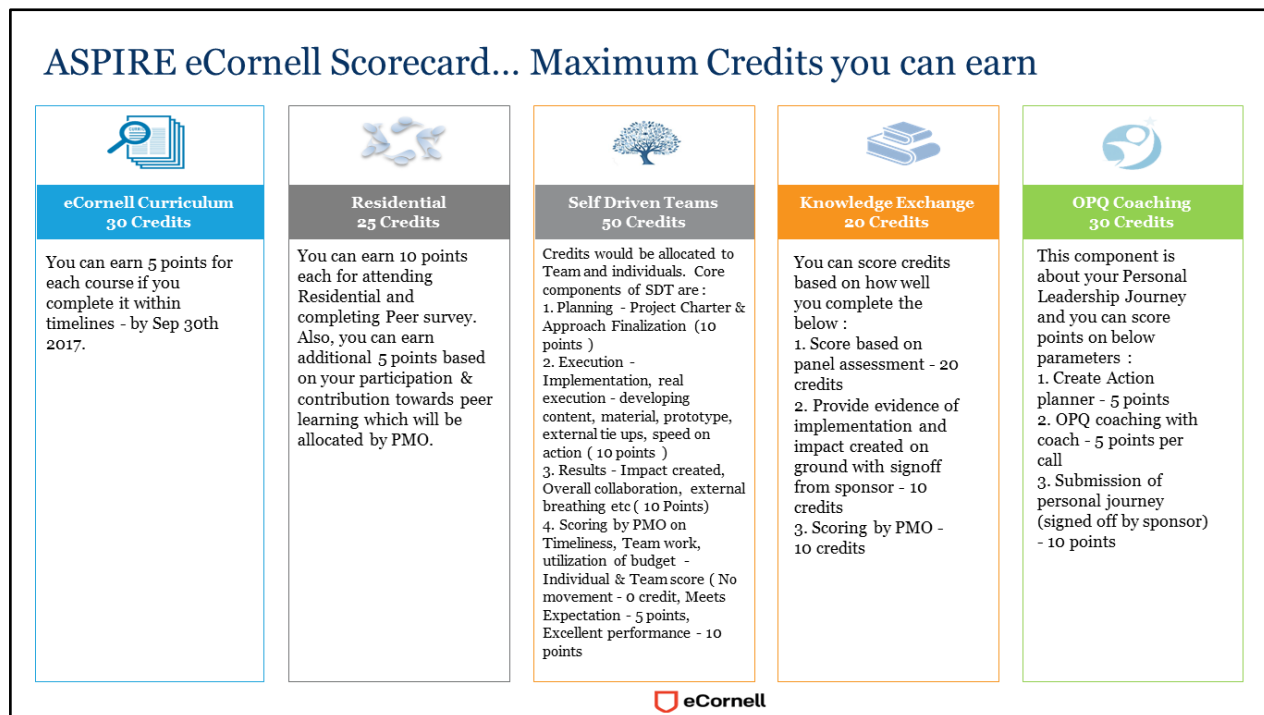
Source: Genpact

Adoption of the Program

The program holds an aspirational value, since it's targeted for high-potential employees. Genpact already completed four successful batches of the program, and on a yearly basis more and more people want to be part of the program. The program was launched in 2012 and has been since endorsed by senior leadership, including the CHRO, Genpact L&D leadership and other business leaders. The program has strong leadership sponsorship from different functions and they spend time coaching and mentoring the participants during the program.

To ensure that participants contribute and learn through every element, Genpact introduced a detailed scorecard for its fourth batch. Graduation and toppers of the batch are identified through defined parameters and scales.

Figure 14: Scorecard details



Source: Genpact

Figure 15: Graduate Congratulations



**Heartiest Congratulations
to the 4th Batch of eCornell Graduates!**

1 st	2 nd	2 nd	4 th	5 th
				
Gina Caradonna	Samir Patodia	Srinath Vijayan	Jaap Van Iersel	Caroline MacLennan

Batch 4 Toppers
Participants who collaborated well and went beyond and exhibited skills in projects based on their knowledge areas and set examples for their peers. They not only completed all the elements of the program but also worked on developing themselves.

		
Jaap Van Iersel	Swastika Sen	Jaap Van Iersel

<p>Smart Learner Completed the online curriculum on the eCornell portal ahead of others in the batch</p>	<p>Panel Topper Knowledge Area Scored the highest as judged by the panel for the project on knowledge, quality of presentation, executive presence and overall effectiveness</p>	<p>Most Collaborative During Residential Enabled peer to peer learning by creating opportunities for all to interact/work in teams</p>
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Swastika Sen	Caroline MacLennan	Srinath Vijayan	Nakul Tyagi	Gina Caradonna	Manu Bhog

Best Self Directed Team
Theme - Sharpen Conversational skills
The team was able to thoroughly research, identify and finalize the Learning partner to create a Structured learning offering around "Visual Thinking". The program was well received and appreciated by the participants.

Congratulations to all graduates

 <p>PRACTICE – R2R Rodolfo Sanchez Swastika Sen Jaap van Iersel Samir Patodia</p>	<p>PRACTICE – AP Anuj Maken Srinath Vijayan Gabriela Angheliescu Viorel Ciobotar Manuela Serban</p> <p>PRACTICE – S2P Sivaram Rachakonda Manish Pawnikar Megan Smith Gina Caradonna Caroline MacLennan Satya Brata Paul</p>	<p>ENTERPRISE CONSULTING Varun Mehrotra Anshul Sharma Harsimran Sandhu Abha Dudeja Harish Naidu Stephen Sirianni Nakul Tyagi Manu Bhog Rangaraju S</p>
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Curious to know more ?
Click here or Contact us by writing to Communication ASPIRE at aspire.communication@genpact.com

Transformation Happens Here

Source: Genpact

Measurable Benefits

Genpact's clients expect the company to be trusted advisors to them. With digital disruptions, changing the face of "how businesses operate," Genpact needed to stay relevant and agile. There is a clear need for the company to step up and position itself as end-to-end solution experts who don't just demonstrate competence in domain insights and best practices but also have a point of view on digital, analytics and how they all come together with processes to solve a real business problem. These changes have altered the concept of career and have contributed to the importance and development of competency enhancement.

There is an implicit need for Genpact to transform from being "execution" experts to becoming "trusted advisors."

ASPIRE eCornell has gone through many changes in the last four batches to ensure the participants are exceptional experts, both in terms of technical expertise as well as the personal competencies that Genpact recognizes as core for successful leaders.

In Batch 4, a few things which got introduced were:

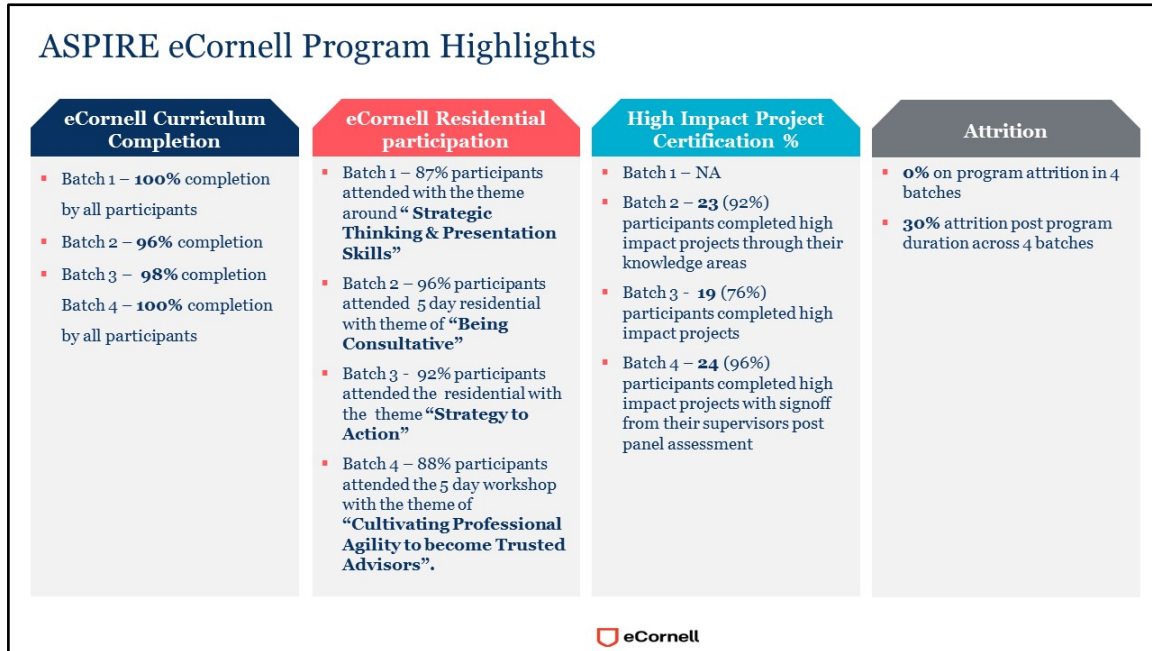
1. **Self-Directed Teams** — To iterate the significance of "collaboration" among the participants, self-directed teams were launched in January 2017. The idea was to divide the entire batch into four smaller teams. Each team was assigned a specific theme aligned with business priorities to drive outcome by means of collaborating and working together as a self-driven team.
2. **OPQ Assessment and Personalized Coaching** — Every member appeared for a psychometric assessment to get an indication of their preferred behavioral style at work and likely performance against important job competencies. Based on the outcome of this assessment, they were provided six to nine months of one-on-one coaching by experts as needed.

Figure 16: Goal, Pillar and Result

Goal	Pillar	Result
Build leadership DNA in our top talent with focus on building consultative skills	<ul style="list-style-type: none"> eCornell Curriculum that is strongly aligned to Genpact's leadership competencies 	<ul style="list-style-type: none"> ~19% participants took on expanded roles or worked on niche projects
	<ul style="list-style-type: none"> Interactions with senior leaders 'Leader as Coach' sessions 	<ul style="list-style-type: none"> 28% ASPIRE eCornell participants promoted to leadership positions within the program duration
Enable Knowledge Management & IP creation	<ul style="list-style-type: none"> 5 day residential intervention 	<ul style="list-style-type: none"> 24 high impact projects delivered as part of knowledge area certification in Batch 4
	<ul style="list-style-type: none"> Specialization in one knowledge area 	
	<ul style="list-style-type: none"> Monthly/Quarterly Tollgate reviews 	
Encourage emerging leaders to foster collaboration, interaction and networking	<ul style="list-style-type: none"> Certification through a Panel 	<ul style="list-style-type: none"> Emerging leaders form a strong core network
	<ul style="list-style-type: none"> Discussion boards/group assignments as part of eCornell curriculum 	
	<ul style="list-style-type: none"> Quarterly knowledge area Tollgate reviews 	
Overall personality enhancement	<ul style="list-style-type: none"> Self-Directed teams 	<ul style="list-style-type: none"> Best practice sharing & increased visibility to projects being driven as part of KA
	<ul style="list-style-type: none"> 5 day residential intervention 	<ul style="list-style-type: none"> Transformation from being an Expert to becoming Trusted Advisors
	<ul style="list-style-type: none"> Networking & learning by collaborating with diverse industry professionals through eCornell discussions 	
	<ul style="list-style-type: none"> Exposure to best in class learning's during the residential 	<ul style="list-style-type: none"> Recognized as future leaders or 2nd line of successful leaders
	<ul style="list-style-type: none"> 1 on 1 Coaching on personal 	<input type="checkbox"/>
<ul style="list-style-type: none"> Learning by experience through Leader as Coach session 	<input type="checkbox"/>	

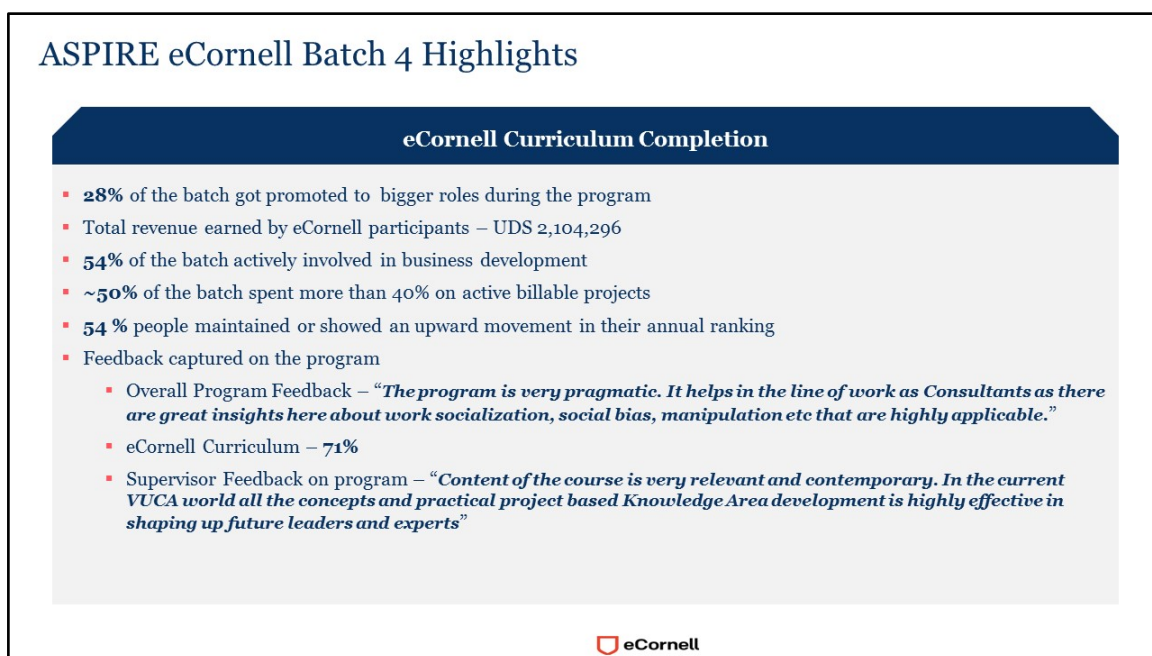
Source: Genpact

Figure 19: Critical Metrics and Impact Created through the Program



Source: Genpact

Figure 20: Batch 4 Highlights



Source: Genpact

Overall

Since 2012, Genpact has launched five batches of the ASPIRE eCornell Leadership Program. The program follows a blended learning approach with equal emphasis on online, ILT, virtual and on-the-job mode of learning. The program has worked well for all four batches which have graduated, since it brings an Ivy league value and is an aspirational and sought-after program by employees.

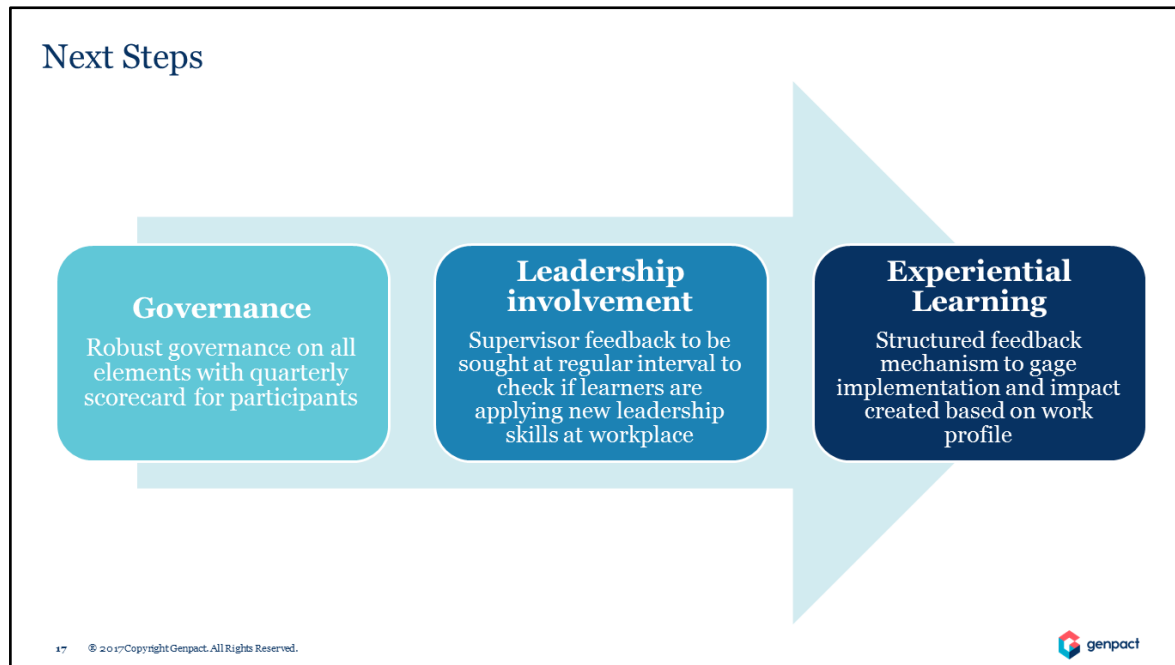
The self-paced learning through the eCornell courses has collaboration elements — opportunities for learners to discuss the problems, share professional experiences, interact with Cornell instructor and fellow students from diverse backgrounds/experiences. Another element which enhances the program is the residential, which gives a chance to bring all the participants together and provides a platform to network with the larger team and senior leadership.

Additionally, participants get to drive an area of specialization, thereby contributing significantly to the function by creating IP and creating value for the client and organization.

The program has evolved with every batch to keep it aligned to business needs and priorities and Genpact will continue to streamline and improve different elements of the program to make it relevant. Some of the key changes made to the program are:

- The key themes for SDTs are derived from the organization's vision and goals.
- Themes for the residential are derived based on surveys conducted among batch participants on what interventions can help improve their performance.
- The list of core and elective courses are updated based on needs emerging from the business.

Figure 21: Next Steps



Source: Genpact



About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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