Brandon Hall Group
EXCELLENCE AWARDS 2022

Jindal Stainless's Aspire & Achieve Covers Agility, Communication, Achievement

Jindal Stainless and Emergence Learning Solutions Pvt Ltd

Best Advance in Learning Management

January 2023

Brandon Hall Group
HCM Excellence Award
LEARNING AND DEVELOPMENT
BRONZE 2022

Company Background

JSL
JINDAL STAINLESS

Company-at-a-Glance	
Headquarters	Jindal Centre 12, Bhikaji Cama Place, New Delhi, India – 110066
Year Founded	1970
Revenue	3.18 Billion USD
Employees	20,001+ employees
Global Scale (Regions that you operate in or provide services to)	Manufacturing units in India and Indonesia 10 sales offices in India and 12 global offices Manufacture high-quality Stainless steel and products
Customers/Output, etc. (Key customers and services offered)	Honda, Maruti Suzuki, Indian Army, Bharat Petroleum, JSW Steel, Indian Railway, Adani.
Industry	Manufacturing (Metals and Mining)
Stock Symbol	JSL and JSHL
Website	http://www.jindalstainless.com

Company Background

EMERGENCE
Create. Connect. Transform

Company-at-a-Glance	
Headquarters	Emergence Learning Solutions PVT LTD. D-103, Bestech Park View Spa, Sector 47, Gurgaon - 122018 Haryana
Year Founded	2019
Employees	4
Global Scale (Regions that you operate in or provide services to)	Global
Customers/Output, etc. (Key customers and services offered)	Services offered- Talent Management/Development Leadership Development Coaching -One-to-one and Group Custom Content Creation HR Consulting Prevention of Sexual Harassment (POSH) Key customers- NTPC, ECom Express, JSL, DLF, GlaxoSmithKline, Jubilant, SAR, Yanmar, Workline, etc.
Industry	Learning and Development
Website	www.emergencelearning.com

Budget and Timeframe

Budget and Timeframe	
Overall budget	32 Lakhs
Number of (HR, Learning, Talent) employees involved with the implementation?	10
Number of Operations or Subject Matter Expert employees involved with the implementation?	3
Number of contractors involved with implementation	9
Timeframe to implement	9 months
Start date of the program	June 2021

Business Conditions and Business Needs

Jindal Stainless Limited (JSL) is one of the largest Stainless-Steel conglomerates in India. It ranks among the Top 10 stainless steel conglomerates in the world and employs approx. 20,000 employees at its major manufacturing plants based in New Delhi, Hisar, Jajpur and Odisha, India.

The Company, with an annual turnover of approx. USD 3.2 billion (as FY2022) and remains inspired by its vision- Improving lives through trustworthy and innovative stainless solution.

In the last decade, the manufacturing industry has witnessed rapid and transformative changes globally. Technological advancements, automation, rapid expansion, large-scale workforce management and skill development of the workforce, have been few of the key aspects impacting the efficiency of any manufacturing plant operation and its success.

The pandemic in the year 2020 disrupted all industries globally and made the time-proven, traditional belief of Onsite work as a washed-away dream and pushed to go beyond from Conventional Onsite operations approach to a Hybrid or Remote plant operation approach across the industry.

For JSL, increasing threats from Chinese competitors, cheap import, and new government policies, were building immense pressure. The talent at JSL, was at risk amid these unprecedented times.

As Jimmy Dean said, "I can't change the direction of the wind, but I can adjust my sails to always reach my destination." The leaders at Jindal Stainless were determined to support the talent and upgrade the skills of its 757 Associate/ Deputy managers.

To manage plant operations at JSL, Associate/ Deputy Managers are the key pillars who orchestrate the organization's success by keeping the workforce engaged, managing day-to-day plant operations, driving results for the organization and ensuring best industry practices are implemented to increase efficiency of the manufacturing plant.

For the employees, such a radical change in modus operandi was overwhelming. Hence, it needed to be managed morally, tactfully and sensitively to ensure employees feel connected, stay motivated and deliver their best output in the newly changed environment.

To ensure JSL thrives further with doubling the production during these unprecedented times, it's imperative that these Associate/ Deputy Managers adapt to new changes quickly, re-align their expectations with the role and sharpen their core competencies time to time to tackle day-to-day operational challenges, help organization achieve results and become future role ready.

Overview

It is important for any learning program to have clear goals and concrete evaluation metrics to decipher the success of the program.

JSL has 5 key competencies identified for their all Associate/ Deputy Managers. These competencies were:

1. Learning Agility
2. Communication Skills
3. Achievement Drive
4. Customer Focus
5. Creativity and Innovation.

With Aspire & Achieve; a competency development program, 3 key competencies were prioritized- Learning Agility, Communication Skills and Achievement Drive with the following outcomes:

- Establish role expectations from various stakeholders as well as one's own point of view
- Apply techniques and best practices to successfully build new skills in self
- Create a plan for receiving continuous feedback with a Growth Mindset to become a learning agile leader
- Modify own Communication style to construct a behavior most suited to elicit performance from self & team

It was crucial to identify the right visible metrics that indicate the needle movement on each competency during and after the learning program. Therefore, the below metrics were focused upon as an outcome of Aspire & Achieve Program:

1. Learning Agility- The ability and willingness to learn from experience, and then apply that learning to perform successfully under new situations.

Metric: Increase in Proactive Feedback Conversion.

2. Communication Skills - The ability to organize and express ideas clearly by using appropriate and efficient methods for conveying information.

Metric: Positive Change observed in Communication Skills

3. Achievement Drive- The innate desire for significant achievement and for mastering skills and ideas for rapidly attaining high standards.

Metric: Indicative Savings or Increment w.r.t. –" Time", "Money" and "Production"

As Peter Drucker said, "What's measured improves". For Aspire & Achieve, an approach was needed which had both quantitative and qualitative outcomes, i.e., measurable data

on key parameters and behavioral indicators on habit building in a day-to-day life at work, on all 3 key competencies- Learning Agility, Communication skills and Achievement Drive.

Jindal Stainless Ltd. (JSL) and its learning partner, 'Emergence Learning Solutions', broke down competencies into visible, actionable, and measurable aspects that were mapped across the program. It was also ensured that the aforementioned competencies are built as consistent learning behaviors performed as daily actions at work.

Below are the goals and desired outcome for each competency that were decided:

1. Learning Agility:

To demonstrate Learning Agility at work, participants were coached on two key micro-skills:

1. Learning how to Learn
2. How to give and receive feedback

Increase in Proactive feedback by managers was chosen as a measure.

These two micro-skills have a direct impact on business as these equip Associate/ Deputy Managers to become agile by:

- Adapting frequent changes in the industry
- Developing growth mindset
- Acquiring new skills sets to become more efficient operationally

Outcome:

Proactive feedback conversation per person was increased by 2X at the end of the program. Numbers of formal feedbacks sessions' meetings were recorded to track the progress of feedback instances for the participants. The average no. of feedback conversations has increased from 2.2 conversations to 4.3 conversations per person for 571 participants.

The progression is shown below for the reference:

Proactive feedbacks from Managers

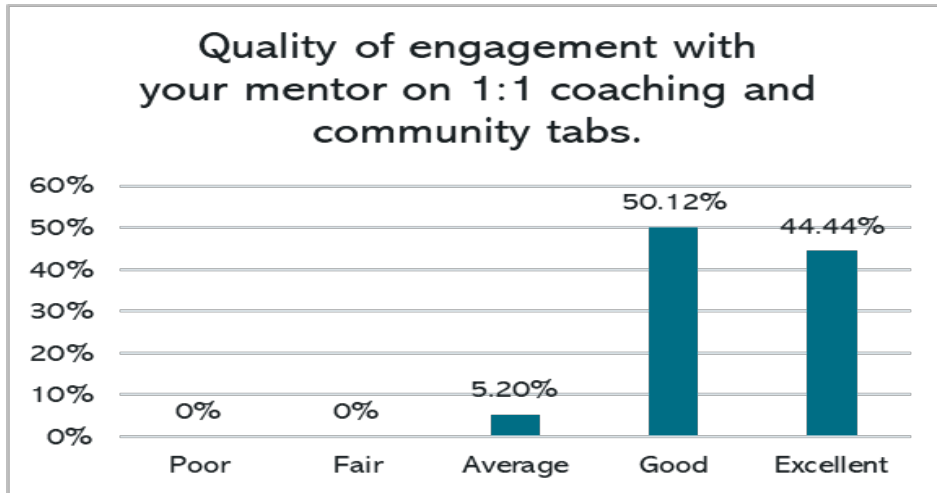|	June'21	July'21	August'21	September'21	October'21
Average	2.20	3.02	3.60	4.16	4.31
Total	1208	1657	1972	2277	2360

■Total
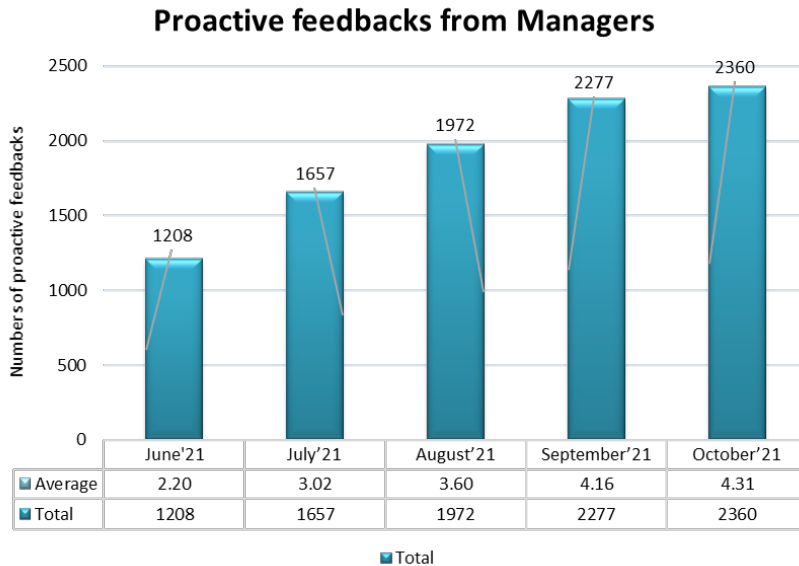
2. Communication Skills:

To demonstrate effective Communication Skills at work, participants attended Virtual labs on eight key micro-skills consisting of-

- Creating Your Virtual Presence
- Communication Frameworks
- Influencing Skills
- Listening Skills
- Managing Conflict
- Assertiveness
- Email Communication
- Time Management

Needle movement in Positive change in communication was chosen as a measure of this competency.

Outcome: = 94.56% of participants felt a positive change in communication with their managers while seeking feedback proactively as a result of the program.

Below is the snapshot for the reference:

Quality of engagement with your mentor on 1:1 coaching and community tabs.

	Poor	Fair	Average	Good	Excellent
%	0%	0%	5.20%	50.12%	44.44%

3. Achievement Drive:

To equip participants with the Achievement Drive as a competency, below Virtual labs on four key micro-skills were conducted-

1. Understanding the role

2. Goal setting

3. Leading self

4. Activating a culture of well-being etc.

Outcomes:

By implementing various ideas, collaboration, teamwork and alignments, below are the indicative savings as a result of the project.

Time Saved (Hours)	Money Saved (INR)	Production Increased (MT)
8581:15:00	₹ 304.42 Crores	1087.698

• Production hours saved: 5878:41:00 hours
• Production Increased- 1087.698 Metric Ton

To ensure these competencies are well practiced and implemented in day-to-day life and then Measured. Aspire & Achieve learning was digitalized using gamified learning platform - MyQuest. With MyQuest, comprehensive action learning activities were designed and integrated, using Action-Feedback-Trigger model for the maximum knowledge retention and skill transfer.

Competency awareness or orientation sessions were also conducted for all stakeholders including participants so that they know what skills or behaviors they would be learning during the Aspire & Achieve program. Supervisors were also actively engaged throughout the learning journey, right from the inception.

JSL and Emergence also ensured that this new learning initiative for Associate/ Deputy Managers, is welcomed and receive a high traction. So dedicated Location & Business Unit wise Learning SPOCs were assigned to ensure proactive, continuous and engaged communication through various modes such as - teaser emails, launcher mailers from leaders, WhatsApp groups, enrollment activities, contests, achievements' celebration, etc.

Through Aspire & Achieve, JSL has been able to drive tremendous results in terms of cost saving, increase in production, improving efficiency by saving production hours and by inculcating a culture of proactive feedback, positive communication, self-reliance, and building new skills.

Design of the Program

The heart of any learning intervention lies within the diagnostic approach and identifying true needs of a learner. "Everything is designed. Few things are designed well." -- Brian Reed. Whatever we measure get done, so the beginning with an end in the mind if the basis of any program design.

Hence, For JSL and its learning partner- Emergence, it was crucial to design it well. The objective was to understand the realistic expectations of the business, key stakeholders, i.e.- Executive and Senior Leadership, HR, 1st Level Manager, 2nd Level Manager, etc., This by itself is incomplete. It was vital to get immersed in the life an Associate/ Deputy Manager to truly understand real-life challenges they face in daily lives during plant operation with regards to self, people, processes, and systems so that a relevant and a tailored learning solution can be designed with clear learning outcomes and measurable role or business achievements.

As a first step, there were 5 layers of comprehensive diagnostic discussions or focus groups conducted across different levels of hierarchy, including Executive Leadership, Business leaders, 1st and 2nd level Managers, HR, L&D Team, and Associate/ Deputy Managers. There were 12 rounds of interviews and over 87 participants participated during the focus groups discussions.

Some key focus areas that emerged during these discussions were-

- For Executive Leadership, the focus areas were – "Improving communication skills" and "Increase proactive feedback".

- For the level 1 Supervisors, immediate priorities were – "Improving communication skills", "Adapting" as per the world and working better with "Cross-functional teams".
- For level 2 & 3 Supervisors, Senior Leadership team, and in the organization's need analysis, the key priorities highlighted were - proactively "Seeking Feedback", "Taking action" on the feedback without holding a grudge and "Building strong Interpersonal Skills".
- For the L&D Team the key needs were – "Building learning behaviors", "Communicating confidently", and having a strong "Outcome focus".

To ensure these asks or needs, are addressed with the right knowledge, skill and behaviors, a comprehensive learning design and specific learning outcomes were crafted. Communication Skills, Learning Agility and Achievement Drive were the 3 core competencies that were prioritized by the executive leadership and the business, as an immediate focus for 757 Associate/ Deputy managers.

Below are the learning outcomes for Aspire & Achieve that were signed off by the stakeholders and the business:

- Establish role expectations from various stakeholders as well as one's own point of view
- Apply new tools and best practices to successfully build new skills in self to become efficient at work
- Create a plan for receiving continuous feedback with a Growth Mindset to become a learning agile leader
- Modify own Communication style to construct a behavior most suited to elicit performance from self & team

Emergence the learning partner; leveraged technology to deploy Aspire & Achieve, the competency development program using a gamified learning platform. Once key stakeholders from JSL provided their sign-off on the program outline and learning outcomes, a tailored virtual and gamified 21-week learning journey for 757 participants, was launched consisting of- 15 Virtual labs, 2 Manager Check-in sessions and with a standardized certification process with 4 achievement categories.

Journey overview:

Learning Journey

JSL JINDAL STAINLESS

Learning Journeys created on 3 Competencies
Learning Agility, Achievement Focus & Communication

| Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
| Virtual launch | Virtual Labs 2 - 5 | Check in | Virtual Labs 6 - 15 | Check in | Certification |

myQuest

A Platform tracking missions, creating daily habits and aiding in group learning

Phase 1: Aware & Align (Week 1)

Phase 2: Upskill & Practice (Week 2 – 15)

- Final Grading – Virtual Lab + MyQuest + Presentation
- Pre Templated Presentation

Certification

Measurement Model-

The learning partner further crafted an evaluation model using the Kirkpatrick Model, which entails:

1. Level 1- Reaction or Feedback

- Capturing feedback after every virtual lab
- Capturing Mid-feedback to ensure JSL and Emergence team knows the pulse of the participants and their experience.
- Baking in manager's check-in sessions after 5th and 10th virtual lab, do a dipstick check for feedback and impact of the labs, addressing any queries participants may have and sharing the next steps of the journey.

2. Level 2: Learning

- Participants attend gamified levels and mandatory missions on MyQuest platform based upon Action-Feedback-Trigger model to practice and emphasize on their learning. Facilitator to evaluate all missions.
- Each mission consisted of self-assessments, personality tests, reading material videos, quizzes, activities, situational scenarios, self-reflections etc. where participants actively participated and completed their missions to progress to further levels and missions. A credit/ reward system to be used for progression.
- Providing learning communities and 1:1 coaching to further strengthen and sharpen the learning experience.

3. Level 3: Behavior

All 3 competencies were further broken down into observable behaviors and were evaluated during various presentations and managers' ratings.

Following are the observable behaviors defined to demonstrate a competency in action for the reference:

Communication skills-

- Presents information and facts in a logical manner, using appropriate phrasing and vocabulary.
- Shares information willingly and on a timely basis.
- Communicates honestly, respectfully and sensitively.

Learning agility-

- Seeks feedback from time to time.
- Considers his role in both success as well as failures.
- Adapts basis their newfound understanding of themselves, situations and problems.

Achievement Drive-

- Do things 'right first time'.
- Seeks to do the best possible job, shows enthusiasm in the pursuit of goals.
- Takes ownership of seeing own job through completion.
- Makes incremental improvements in performance against objectives; strives to exceed goals set by others

4. Level 4: Results

- Business metrics were used to design results to evaluate level 4 of the Aspire & Achieve program.
- Reduction in Time during a process or system, Saving Money for the process, business and client and Efficiency in Production were considered as key result areas at level 4.

A 3 Pointer-specific certification scorecard for participants was created reasons, with attendance/ LMS completion levels, Presentation, and Manager Rating as crucial elements. Scorecard Parameters:

Attendance 20 Marks → MyQuest 40 Marks → Presentation 40 Marks

Sample Scorecard:

DIVISON OF MAIN SCORE CARD				TOTAL SCORE
ATTENDANCE	MYQUEST	PRESENTATION		
	Completion of Levels	Process Completion	Manager Rating	
20	40	20	20	
17.3	40	20	16	91.33
(Attended 13/15 VLs)	(Completed all 15 Levels)	Uploading of presentation details	(manager rating received is 4)	

Delivery of the Program

Aspire & Achieve was a competency development learning journey, building 3 core competencies - Communication Skills, Learning Agility and Achievement Drive for 757 Associate/ Deputy Managers of Jindal Stainless Ltd.

It was logistically challenging to roll out such a high-priority learning intervention without disrupting plant operations and amid the pandemic. So, Emergence leveraged a tech-enabled, gamified learning platform- MyQuest to deploy a 21-week-long journey followed by 15 Virtual Labs or live sessions conducted by experienced facilitators.

To ensure an effective and a micro-learning experience for Associate/ Deputy Managers, there were 15 gamified learning levels developed and each level was further broken down into learning missions based upon an Action-Feedback-Trigger mechanism to apply learning in real-life in real business situations.

Below is the attendance or participation data:

Lab wise attendance (Virtual and LMS)
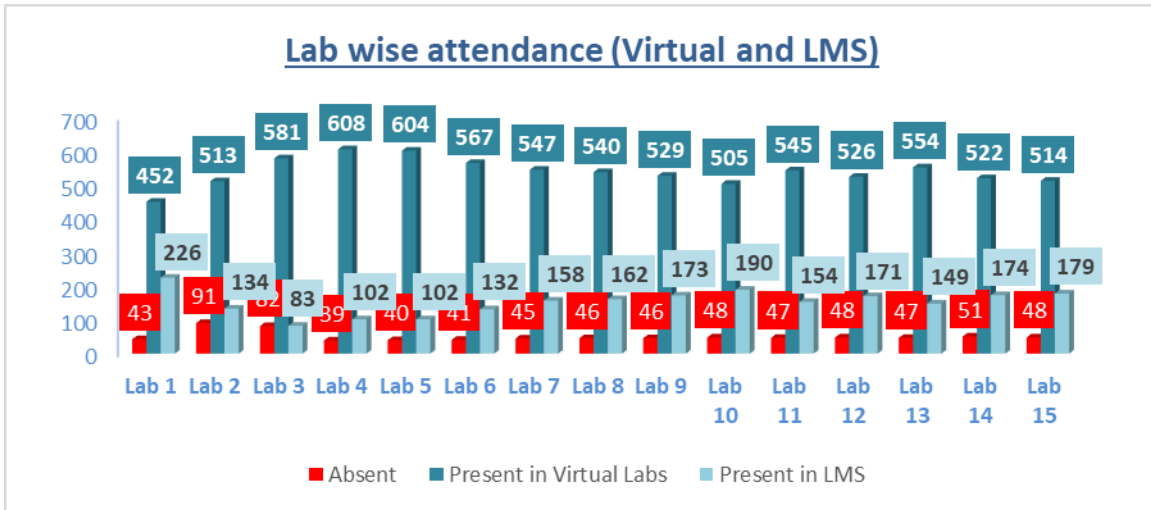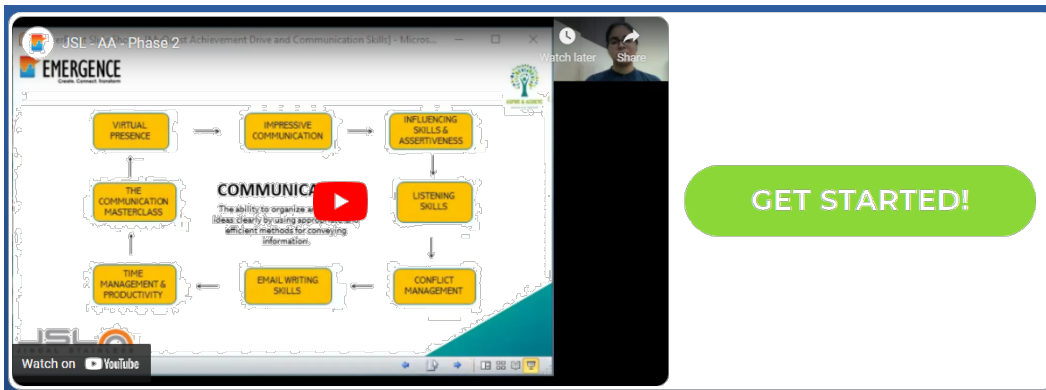
Below is the illustration of one of the levels:
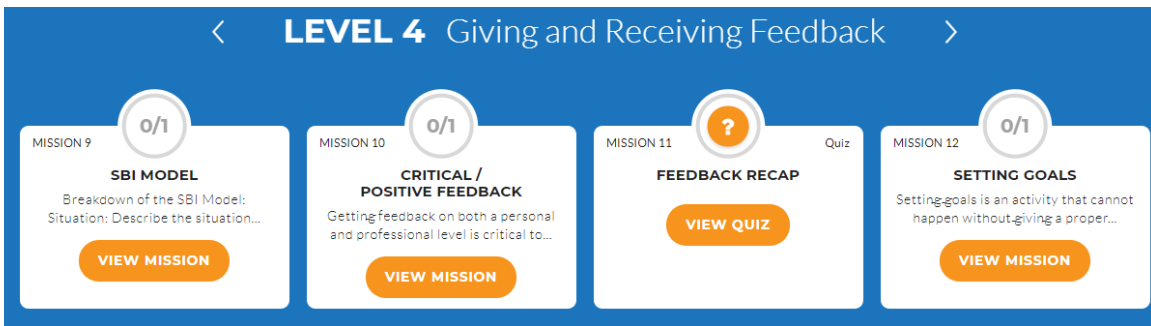
Each mission had a set of mandatory tasks and activities, such as- videos, self-reflections, quizzes, assessments, scenario-based questions, feedback and action planning, etc. For each completion, participants were given scores or credits.

Below is the illustration of few activities:

All missions were designed to be evaluated by facilitators after they were finished. Facilitators ensured that each mission completed by participants was reviewed by facilitators. The aim was to draw thorough insights and observations that were shared with participants during subsequent virtual labs to enhance their learning experience
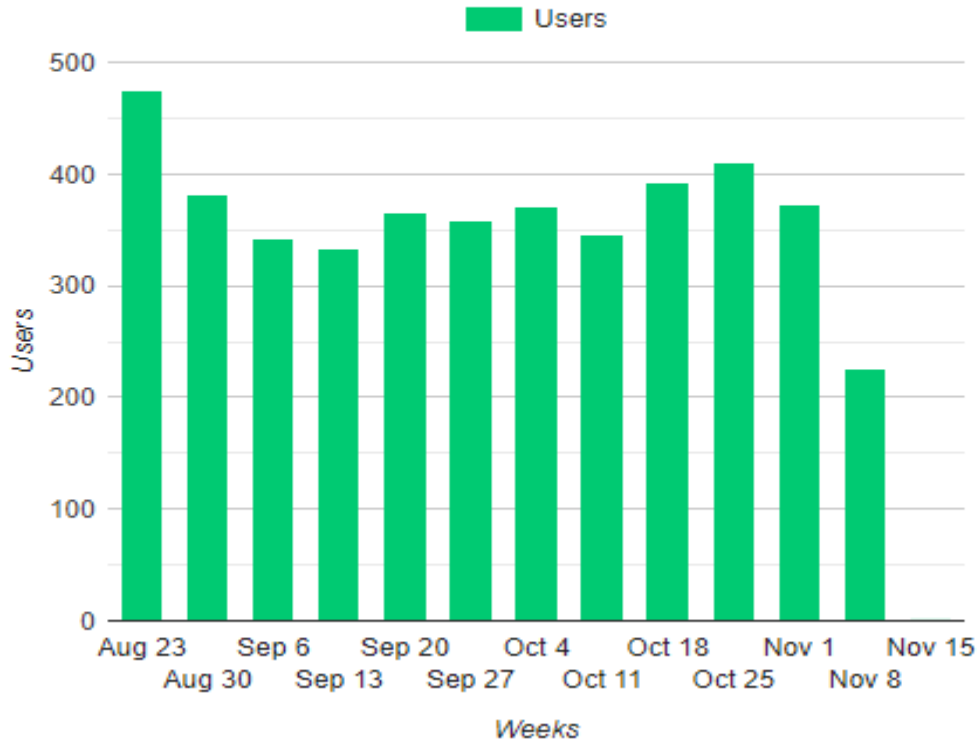
Some of the insights that were focused upon- participants' feedback, their ratings, completion of activities, discussions during community activity, queries raised during the 1:1 coaching section and the quality of responses during situational scenarios, etc.

Please rate the quality of the training content on MyQuest.

	Videos	Assessments	Quizzes
Weighted Average	4.41	4.37	4.52
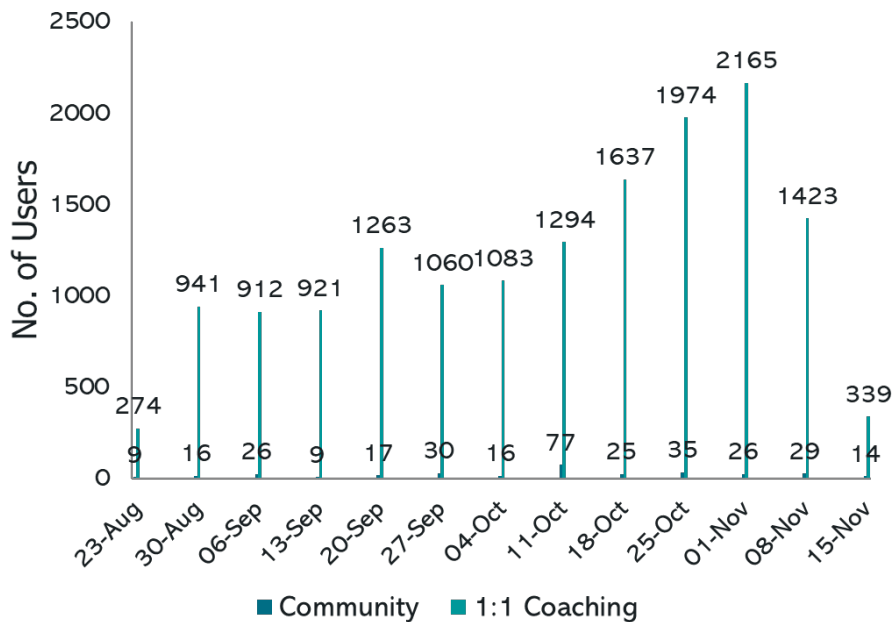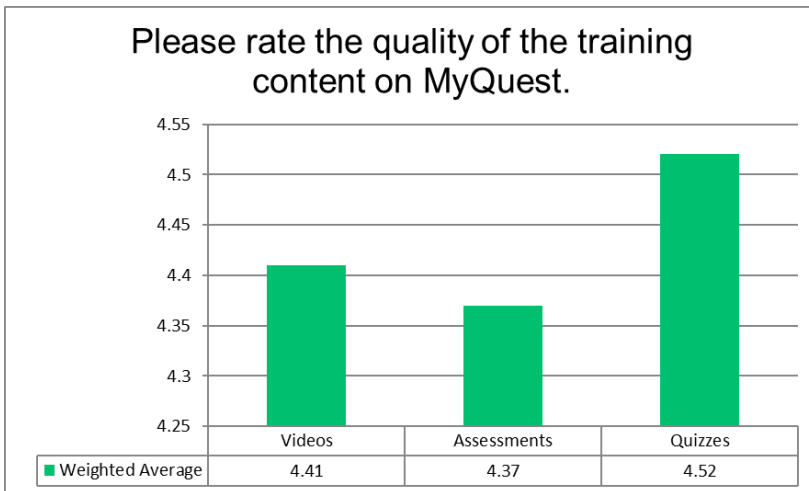
Weekly user activity
Number of users who engage with the Quest each week

To ensure their learning transfers to the workplace, 8 check-in sessions with Leaders/Managers were arranged. These check-in sessions helped in directly engaging with participants and do a dipstick check for feedback and impact of virtual labs, address any queries and share the next steps of the journey with participants. Check-in sessions were also conducted with Learning SPOCs.

Once the learning journey got completed, participants' performances were evaluated on a scorecard based upon 3 parameters- Attendance, MyQuest completion and Presentation (Process completion and Manager's feedback).

A detailed scorecard was created for each participant and shared with the participants, stakeholders and respective managers. Below is a sample of the scorecard:

DIVISON OF MAIN SCORE CARD				TOTAL SCORE
ATTENDANCE	MYQUEST	PRESENTATION		
	Completion of Levels	Process Completion	Manager Rating	
20	40	20	20	
17.3	40	20	16	91.33
(Attended 13/15 VLs)	(Completed all 15 Levels)	Uploading of presentation details	(manager rating received is 4)	

Change Management Efforts

Every organization and each learning intervention has its own unique challenges, varying from people, their development and business management. The Aspire & Achieve program had its own real-life obstacles for people and businesses.

JSL and Emergence anticipated a few logistical, business and people-related challenges in the beginning, such as-project management, ground-level communication, project management, attendance, learning management, health issues amid Corona etc., and most importantly, availability of participants in case of immediate business or plant requirements.

To curtail these anticipated issues, JSL and Emergence proactively ensured continuous engagement and communication across all levels of business and leadership team for continuous engagement and involvement.

The following were taken to ensure the program has successful launch and rigor:

Awareness sessions:

- Competency Awareness sessions before were conducted for all participants, including stakeholders so that they know what skills and behaviors would be trained during the learning journey, and what would be the expected outcome from them as an outcome of the program.

Manager's Simulation Session:

- A detailed learning simulation on Aspire & Achieve learning journey, was conducted for all managers so that they know what role they would play during the learning journey and how would they support team members. A dedicated Manager Learning simulator guide was also created and shared with them as a help guide.

Manager's Guide | Aspire & Achieve

To develop competencies of your RL1 employees

Your team members are enrolled in the **Aspire & Achieve** Program which has 2 components - Virtual Labs and MyQuest missions. Research shows, a learner is able to implement the learnings better if provided by a conducive learning working environment. As a manager, you play the most crucial part in making this environment happen. This guide will bring your attention towards the role you can play in increasing the benefits which the organization, the participant and your function can get from the program. The program's learning outcomes are mentioned below:

- **Establish role expectations** from various stakeholders as well as one's own point of view
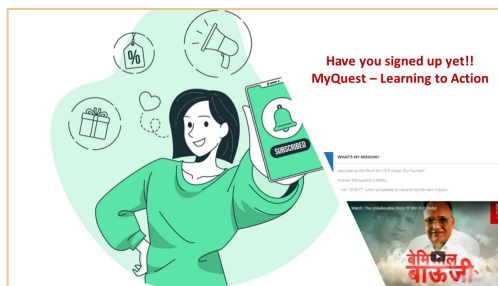
Virtual Launch:

- Considering plant and business operations, the Aspire & Achieve was launched virtually for over 757 Associate/ Deputy Managers across all JSL sites in India.
- The key highlights of the Virtual launcher were Executive Signaling being used for the first time at Jindal Stainless for an L&D intervention.

Executive Signaling:

- To begin with, Aspire & Achieve program had a very strong foundational launch with Executive Signaling by Mr. Abhyuday Jindal, Managing Director, JSL in a virtual launch to empathize the importance of Aspire & Achieve at JSL and for its Associate/Deputy managers.
- VP-Operations, Head of Corporate Communication, Head of Business Units, Line Managers, Human resource team, L&D team, were actively involved right from the beginning of the launch and they all ensured that Aspire & Achieve learning journey for Associate/Deputy managers continues to echo and build a strong connect across levels.
- As a continued commitment, leaders also ensured their availability to launch every virtual lab and contextualize it for the participants in every session as part of executive signaling. Executive Signaling is the key to launching any learning intervention and is vital the differentiator. A learner looks up to the leader and contextualizes his or her own world as per the message he or she listens to.

Communication:

- Launch mailers, WhatsApp groups, landing pages, community pages, and pre-launch teasers and snippets were shared with the participants to create a buzz and continuous engagement.

Contests & Celebration

- To drive engagement and ensuring highest participation, multiple contests were rolled out using WhatsApp, emails and MyQuest.

- It was ensured that strong buzz is created for contests and participants are socially recognized and their performances are celebrated.

Continuous Learning

Ensuring 100% attendance was one of the biggest challenges across all virtual labs. Due to business requirements and health issues, many participants could not attend. To ensure they don't miss out on their learning:

- They were moved into different virtual labs on the same topic or subject wherever possible.

- Recordings of virtual labs were also made available & tracked to participants who could not join at all which helped significantly and ensured the learning process wasn't interrupted.

Check-in Sessions:

- 8 check-in sessions for participants were arranged with Managers/ Leaders to do a dipstick check on how virtual labs were going for them, what challenges they were facing and how the Aspire & Achieve program is helping them in real-life so that the course correction could be done.

Ground Level Connect:

The Learning team Location/ BU SPOCs and the Emergence team also ensure the ground communication is real-time with the participants via email, WhatsApp, phone calls, etc., to support them with any challenge during their learning journey.

Measurable Benefits

Aspire & Achieve, the competency development program primarily focused upon 3 core competencies, which are – Communication Skills, Learning Agility and Achievement Drive. These 3 competencies were prioritized for Associate/ Deputy managers, responsible for day-to-day management of plant operations and ensuring the business thrives and results are achieved.

To identify the correct metrics to evaluate the success of the Aspire & Achievement learning program, 3 key business parameters were focused upon as a result of the program, along with qualitative outcomes i.e., the habit-building learning behaviors or change in behaviors.

As outcomes or key results, 4 major areas were identified by the business which were critical to JSL and business. These key areas were:

- Time- Reduction in time while managing a process or system in plant operations
- Money- Revenue saved or generated for the business, process, customer by implementing a new idea or practice that leads to signification cost savings or revenue generation
- Production- Increase in production capacity for the plant
- Quality- Increased Quality /Less defects %

Through Aspire & Achieve, some of the key results that were visible to the business and organization were:

Level 1: Feedback or Reaction

- Overall learning experience on MyQuest – 4.41 out of 5
- Would you recommend this quest to a friend (Net Promoter Score) – 96.45%

Level 2: Learning

- Rating of interaction with the mentor through 1:1 coaching feature – 4.32 out of 5
- My mentor responded satisfactorily to my queries and coaching questions – 4.42 out of 5

As Benjamin Franklin said - "Tell me and I forget, teach me and I may remember, involve me and I learn." The entire certification process was built around this. The day-to-day implementation of the learning was a critical factor to assess for results.

Level 3: Behavioral Change

- Proactive feedback conversations were grown by 2X (Avg. 4.1 feedback meetings per participant seeking feedback from their managers)
- Participants felt positive change in communication skill competency

Proactive feedbacks from Managers

	June'21	July'21	August'21	September'21	October'21
Average	2.20	3.02	3.60	4.16	4.31
Total	1208	1657	1972	2277	2360
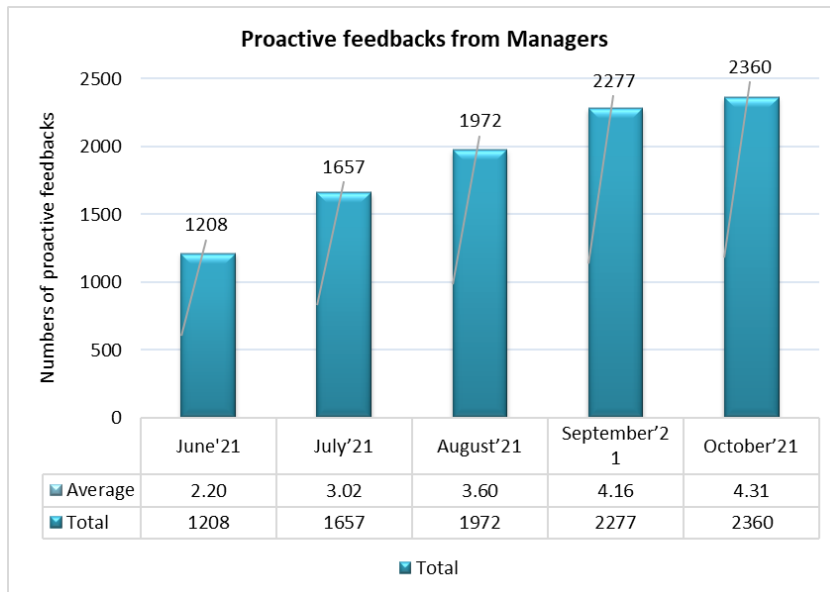
VOCs:

Testimonials- Participants

1. The Aspire and Achieve sessions journey started with learning agility and ended with communication skills including Handling Tough Conversations. The entire journey was really inspiring to all of us. Every session was a new learning experience for me. Normally most of the trainings I attended before were based on professional career progression. But Aspire and Achieve covered both professional and personal aspects which I really appreciate. I learned many crucial professional skills like learning and unlearning, giving and receiving feedback, communicating effectively, creating a culture of wellbeing, time management, conflict management and handling tough conversations etc. which are helping me in real-time to lead my team effectively.

2. All the RL1s started out as raw materials in the Aspire and Achieve programme, and with more education and guidance, we've evolved into corrosion-resistant, durable, and strong stainless steel. I see myself as a new person as a result of the changes in our cognitive process and behavior. My communication abilities have significantly improved, and I now have a greater sense of self-assurance than earlier. I've developed a more positive outlook and attitude, as well as improved my discipline, patience, and focus.

3. In Aspire and Achieve, I began to learn about organization and how to contribute effectively to a growing organization. I learned what it means to work in a group. I was able to tell the difference between individual and team responsibilities. I also learned communication principles, the concept of work delegation, I started treating my bosses with more respect, I am able to communicate better between my organization's top and bottom tiers. With a greater understanding of JSSL as a unit, I'm able to see the vision and mission, as well as the goals and objectives, with more clarity. All 15 topics made a big difference in my learning curve. It's been a fantastic learning experience transitioning from a passive worker with a reactive mindset to a proactive team member of my company.

4. Before participating in this programme, I assumed it would be a typical one. However, after attending the training sessions, I believe it is a very different and a fantastic programme in which all RL1 employees can engage for their own personal improvement as well as the company's. To become a successful leader, I've put everything I've learned in training into practice. After going thru these sessions, I noticed the following changes in myself. 1. I've become a better listener 2. I stay calm in tough situations 3. I Use the SBI, PCC, and PATH models to receive and give feedback. 4. I use appropriate body language when interacting with others. 5. I've started to think with a growth mindset 6. I've learned the tips and tricks of maintaining a strong virtual presence during meetings. 7. I can tackle tough conversations effectively and resolve disputes as a leader

Level 4: Results:

Some of the key results achieved were:

Time: Manhours saved by implementing new ideas, system or practices

Auto-generated Reports: Approx. 48 Manhours saved

- Used SAP auto-generated departmental reports and pushed via integrated email feature in a desired format every week to all stakeholders. It was manual report consolidation from SAP portal and report development using Excel.
- These reports have all pending indent reports and open PO follow-up report for Material delivery.

Implemented Virtual Meeting Idea: 23 Manhours saved

- Saved travel time and company's travel expenses by implementing Virtual Meetings for stakeholders.
- Reduced the policy-related queries from 4 to 1 and saved time & efforts by explaining the Booking Policy, POP Policy, Complaint Policy into 1 document or attachment, etc.
- Reduced TAT or response time from 24 hours to 1 hour by using WhatsApp extensively. Talk time was also reduced by 50% during calls by being specific and clear during communication.

- Leveraged broadcasting feature in WhatsApp for multi-user communication to share policy-related information which omitted repeating information to multiple users

Money: Revenue or cost saved by implementing new ideas, system or practices

Some of the key savings were:

Cost reduction and efficiency ideas: Rs. 40 Crore or $5.3 M USD

- Team brainstormed with internal stakeholders and other team members, and the team came up with 40 new ideas that could save approx. Rs. 40 Crore or $5.3 M USD in a financial year by improving the efficiency of processes, functions and operating procedures at plat operations

Increased Production Capacity at plant: Rs. 2.92 Crore

- The team modified the bucket's holding bracket position so that it could carry 65-meter cube bucket which was 45-meter cube earlier. This enabled improved charging.
- It led to save 2 minutes per heat transfer as an outcome of this project. As per our production data, 1 minute costs Rs. 4000 of production, No. of Heats per day = 20 Hence, Potential Cost Saving = 4000x20x365 = Rs. 2,92,00,000 per year.

Ladle Refining Process (LRF): Cost saved Rs. 2.64 Crore

- LRF process is used to desulfurize steel, remove other impurities and hold the molten steel for casting operations.
- The team came up with ideas to reduce power or energy consumption that led to save Rs. 3.64 Crore per annum

PU Power: Cost saved Rs. 1.77 Crore

- The team completed 4 PU power cost saving projects based on kaizen and saved Rs. 1.77 Crore

Production: Production increased by implementing new ideas, system or practices

Some of the key highlights of increased production were:

Increased Heat Produced: 500 Metric Ton of production

- Team came up with ideas to increase Number of Heats produced in a day from 22.5 Heats/Day to 23.5 Heats/Day. It led to produce 500 metric tons of steel.

Increased LRF lifting: Average 3 Heats increased in LRF Process

- Team worked towards increasing average heat during LRF process which led to increase average 3 heats, resulting 450 Metric Tons or steel production.

Overall

Aspire & Achieve journey started with a strong belief of developing core competencies of Associate/Deputy Mangers of Jindal Stainless Ltd and ended with a lifelong learning experience for the future.

This program provided richer insights to both - Jindal Stainless and Emergence Learning Solutions. While there were many insights and learning during the course, some insights that made Aspire & Achieve a richer learning experience for both- The Organization and the Learning Partner, are:

- Executive Signaling is the key to launching any learning intervention and is vital the differentiator. A learner looks up to the leader and contextualizes his or her own world as per the message he or she listens to.
- It is important to create a Learner-centric journey. The learner should always be at the heart of learning design so that the desired learning outcomes can be achieved. Focus more on each element of the journey individually for maximum impact. It needs to be well thought out.
- The learning intervention has to be- SEER- Simple, Engaging, Effective and Real-Life. Always connect a learner's life at work to their learning experience to ensure they find it relative, feel connected and learn better and faster.
- Communication plays the most important role at the ground level. So, it is crucial in any communication strategy that it is kept simple, specific and leverage multi-platform tools to reach out and connect with learners such as WhatsApp, DMs, email, phone calls, etc.
- Technology has the potential to bring human learning experience into virtual world and convert it into micro-level life-long, habit-building activities to enable a long-term behavioral change.
- Be flexible. As per the feedback and pulse of the learner, one should be open and flexible to adjust the topic as per the flow and need of the learner.

"Commit yourself to lifelong learning. The most valuable asset you'll ever have is your mind and what you put into it." -Albert Einstein. With this thought in mind, now that Aspire & Achieve journey is over, JSL and Emergence want to ensure- Rewards and Recognition for Associate/Deputy Managers and initiatives are taken to further strengthen the competency developed.

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