



Brandon Hall Group

EXCELLENCE AWARDS 2023

Hexaware: Best Advance in Senior Manager Development

Hexaware

Best Advance in Senior Manager Development

February 2024



Company Background



Company-at-a-Glance	
Headquarters	Mumbai, Maharashtra (India)
Year Founded	1990
Revenue	Hexaware has stopped reporting our revenue post delisting from Stock Exchange
Employees	28000-30000 (March 2023)
Global Scale (Regions that you operate in or provide services to)	North America, South America, Europe, Asia, Australia
Customers/Output, etc. (Key customers and services offered)	Service offerings: Application Transformation Management, Business Process Services, Customer Experience Transformation, Enterprise Solutions, Business Intelligence & Analytics Services, Cloud, Digital Assurance Services, Infrastructure Management Services & Automation, Metaverse, Testing Services, Cyber Security, Consulting Services
Industry	Information Technology & Services
Website	https://hexaware.com/

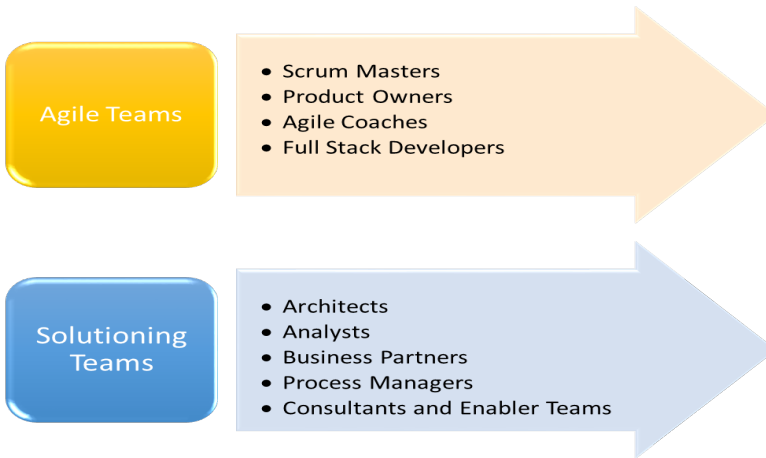


Budget and Timeframe

Budget and Timeframe	
Overall budget	130,000 - 150,000 USD
Number of (HR, Learning, Talent) employees involved with the implementation?	4
Number of Operations or Subject Matter Expert employees involved with the implementation?	4 Subject Matter Experts
Timeframe to implement	1 Year
Start date of the program	1 st January, 2022

Business Conditions and Business Needs

HexaVarsity’s Organizational Development Initiative ‘Ignite 2.0 – aims to Ignite the Genius within’, by preparing and transforming leaders and potential leaders to reach new heights and grow into newer roles. The initiative offers programs that enhances Leadership Capability in the Digital Era for Middle and Senior Management & Project Management excellence and Business Consulting for Project Managers and Consultants. The new programs also extend Ignite 2.0’s reach to Agile and Solutioning teams, to establish a new mindset and culture to deliver Hexaware’s promise of “Unboxing Your Potential”. In 2020, Ignite 2.0 was relaunched with a focus on digital leadership, strategically aligned with the organization's goals. This program provides a holistic picture of Hexaware's organizational strategies, such as 'Shrink IT, Grow Digital' and 'The Watermelon Effect,' along with themes like cloud-based services, consumerization, automation, technology, and changing service models. The ultimate goal of Ignite 2.0 is to develop its participants into creative leaders. The six Key Roles in the Organization for which this initiative was devised are mentioned below:



This initiative follows a Top-Down Strategy, targeting Programs for Leadership at the beginning of the year, in order to use this audience to promote and campaign other programs of our target population relevant to the talent that they manage, who primarily are the next level, or direct reports of the key roles mentioned above.

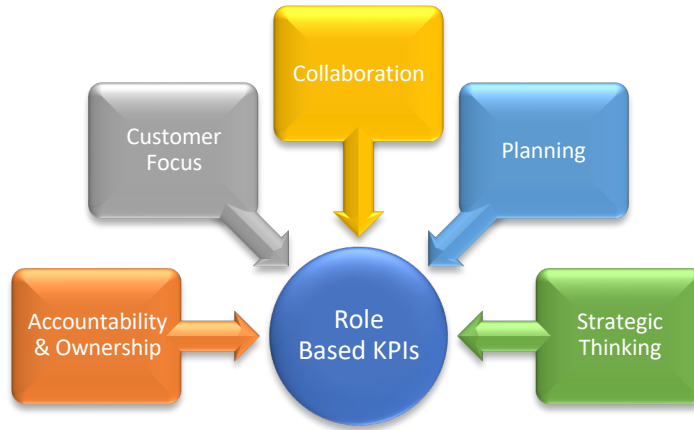
Ignite 2.0 Objectives

The key objectives of the Ignite 2.0 initiative was to design and deliver leadership development program that:

- re-energized and re-booted for action.
- polished and sharpened competencies to boost performance in leadership roles.
- acted as a catalyst to creativity.



Ignite 2.0 programs are based on five key competencies, built around the Role-based KPIs below.



The Ignite 2.0 OD Initiative is built and driven by Thought, Behavior & Action, thereby deriving measurable results and creating value for its participants.



Ignite 2.0 Phases



Know

Individual connects with audiences to **understand & aid relation of curriculum** to immediate roles and environments



Develop

Transferring knowledge through a series of workshops encompassing techniques, case studies & assignments to provide **Kinesthetic learning**



Reinforce

Knowledge Check, **Course correction and Perspective alignment** in application of learning to immediate work environments through one-on-one coaching sessions and 30-60-90-day plans



Demonstrate

Projection of **Successful application of learning in Client environments** and best practice sharing through brief presentations to peers and Account Leaders

The OD Initiative – Ignite 2.0 has a total of four phases involved. A participant has to successfully complete all four phases to be certified under this initiative.



Overview

Ignite 2.0's primary focus pertains to consultants falling under senior management. Hexaware's organizational strategy is to drive 'Accountability & Ownership' within the organization by continuing the "Own Your Game" theme from 2020 to cater to the organization's latest theme of "Putting a Smile on Our Customer's Face". It is the Senior management focal group that exerts the most influence and interactions with people. Hence, the programs aim at building a culture of Accountability & Ownership throughout the organization by creating a significant impact on this specific focal group by targeting 50% of programs to them.

	Unlock - Executive Coaching Program	Unlocking potential and new perspective for Senior Leaders and High Potential Consultants through Executive Coaching
	LEAP 2.0	Transformative Leadership for Digital Era to tackle challenges while focusing on Innovation & Growth Mindset, Social Intelligence and Leading fast-changing new teams
	Solution Mindset	Building a culture of solutioning by leveraging on creative thinking and analytical thinking to enhance business acumen and sharpen problem solving skills for customers by capitalizing on consulting mindset
	Unconscious Bias – DEI Program	Building an even more Inclusive Hexaware
	You Are The Key - Managers Empowerment Program	Empowering Managers to Enhance Employee Experience and Satisfaction

Leadership Capability building Programs				
No.	Program	Focal Group	Competencies	Secondary Competencies
1	Unlock - Executive Coaching Program	Senior Leaders & High Potentials	Unlocking your Potential & Self Development	
2	LEAP 2.0	ASDMs, Competency Heads, Practice and Solution Heads, Account Managers, Enabler Leaders, Project Directors, Principal Consultants	Strategic Thinking/outlook, Leadership ability, Account planning/Mining, Negotiation, Customer Centricity, Collaboration, Accountability and Ownership, Innovation, Team enablement/management, Culture	Managing Remote Teams, Employee Experience
3	Solution Mindset	Senior Leaders, Managers, Architects, Analysts, Business Partners, Process Managers, Consultants and Enablers	Reduced Turn Around time for deliverables, Increased productivity of the team, Increased Quality Improvement, Reduction in Escalation, Impactful CVAs, Increased CSAT score, Ideation	Problem Solutioning, Ideation, Customer Centricity, Increased Productivity, Requirement Management
4	You Are The Key - Manager Empowerment Program	People Managers	Employee experience	Team Building, Emotional Intelligence, People Management
5	Unconscious Bias - DEI Initiative	Senior Leaders, Business Partners, ASDMs, Competency Heads, Account Managers		

1.Unlock enables Senior Leaders and high potential consultants to enhance effectiveness, self-awareness, and strategy by unlocking their untapped potential through executive coaching. Participants use their own self-awareness, behaviors, and interactions as a source of learning to assess where they are now, improve their present and future both at personal and organizational level.



Unlock privileges its participants with a personalized development experience, where individual coaching is catered to by certified Global Coaches/Mentors from expert Coaching Partners. Coaches are identified and matched through behavior profiling and participant selective choice. The Coach helps the participant to overcome barriers, reframe thoughts and feelings and take actionable insights and steps towards their next leap forward. The coach approaches each discussion through a series of self-reflective questions and exercises, nudging participants to reflect and introspect on alternatives and solutions, enabling them to build skills like conscious decision making as well as tackling and solutioning challenging situations and problems.

2. LEAP 2.0 was designed to reach senior leaders, project directors, account service delivery managers, principal consultants who are client front facing while also managing vast teams of managers and working with vast groups of people, to be able to drive and encourage the culture we aim to create within the organization.

3. Solution Mindset enables creative thinking and innovation by combining Analytical & Logical thinking with creative and innovative thinking, thereby activating both sides of the brain. The focus is to be able to solution business challenges by developing the 'curiosity quotient' and offering out of the box solutions to our internal and external customers.

4. "You Are the Key" – Manager empowerment program emphasize the significance of connecting with every individual as a person first and an employee second. It is a 2-hour video based interactive workshop focusing on Empowering Managers to be better at managing their teams and enhance employee experience and satisfaction.

This workshop aims at empowering our people managers to be able go the extra mile in bonding with their teams. 353 managers have been trained under "You Are the Key" program in 2022.

5. Unconscious Bias training was launched under the Diversity, Equity and Inclusion initiatives. Unconscious Bias training helps leaders and team members address biases, enhance decision making and increase performance across organizations. Participants go through a blend of Online learning and Virtual instructor led workshops where they learn about biases, its impact, and its mitigation practices. The program was launched in the month of September and a total of 142 Senior Leaders and Managers participated during the training.



Design and Delivery of the Program

Design Principles & Methodology: Ignite 2.0 was designed to extend the reach of training to Specific career level focal groups across the globe, transcending boundaries and barriers of distance and culture, bringing together talent from the same skillset to share different perspectives and best practices. This hybrid model of training included one-on-one sessions to understand, orient and align expectations from both learners and facilitators, a series of workshops, a knowledge check consisting of a quiz and a series of Assignments, one-on-one coaching and mentoring while learner and facilitator aimed to perfect a 30-60-90-day plan of action and a brief final presentation to share success stories and successful implementation of learning. Furthermore, the benefits of self-paced learning and enhanced retention were far more advantageous by creating a repository of all training content and recordings from the virtual instructor led programs, in addition to the one-on-one coaching.

Bring-in new prevalent thinking, applied learning, long-term retention and convert concepts into practice.

Delivery Methodology:

- Virtual Class-room sessions
- Assignments
- Case studies
- Group discussions.
- Role-plays
- Live work packets
- Feedback
- Limited Gamifications

1.Unlock:The coach helps the participant to overcome barriers, reframe thoughts and feelings and take actionable insights and steps towards their next leap forward

<p>What is Coaching</p> <ul style="list-style-type: none">• <i>Helping a person change in the way they wish and helping them go in the direction they want</i>• <i>Supporting a person at every level in becoming who they want to be</i>• <i>Building awareness, empowering choice and leading to change</i>	<p>Program Highlights</p> <ul style="list-style-type: none">• <i>Certified Global Coaches/Mentors, with hands-on Tech experience</i>• <i>Individual virtual Coaching sessions</i>• <i>A personalized development experience</i>	<p>How To Participate</p> <ul style="list-style-type: none">• <i>Senior Managers and Leaders from across Units & Enabler Groups</i>• <i>Nomination through Unit Head</i> <p>unlock YOUR POTENTIAL</p>	<p>Duration – 7 sessions of 1 hour coaching</p>
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2. Leadership Excellence Achievement Program (LEAP 2.0):

The Leadership Excellence Achievement Program 2.0 for Senior Leaders is broadly based on the five competencies to tackle challenges for the new decade, the leaders will also have to develop key associate competencies around:

- Innovation & Growth Mindset
- Social Intelligence, and
- Leading fast-changing new teams

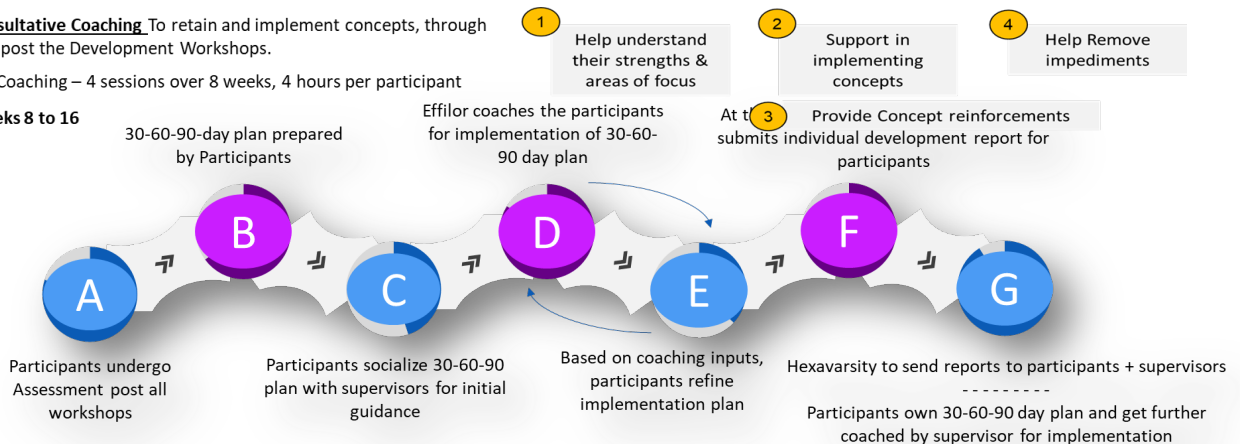
Approach: LEAP 2.0 transformation model is a blended multi-mode approach that will ensure that the concepts are relevant, learnt through applied learning and are practiced ensuring long-term behavior change



Consultative Coaching. To retain and implement concepts, through and post the Development Workshops.

1:1 Coaching – 4 sessions over 8 weeks, 4 hours per participant

Weeks 8 to 16



Evaluation and Post Program Effectiveness

Key Takeaways:

- Develop ability to think Strategically in day-to-day work and embrace growth mindset.
- Develop Customer Centricity to enable high levels of Customer delight.



- Familiarize themselves with tools and techniques to understand client stakeholders better.
- Sharpen their Account Planning and Account Management practices.
- Focus on the core attributes of curiosity & ideation to build an innovation mindset within teams.
- Develop and build relationships within and outside your teams.
- Be a more confident negotiator.
- Gain awareness on social intelligence and how it influences their behavior.
- Appreciate cultural dimensions that drive organizational behavior.
- Acquire ability to build and harness Collaborative teams for further business benefits.
- Bring about and lead required change in the organization for better services and products.
- Establish self as a leader who can influence and coach the team rather than manage tasks.
- Get enabled with a host of proven tools, techniques and frameworks used by peers in the industry.
- Access to seasoned industry experts for guidance on implementing learnings.

3.Solution Mindset Overview

The program aims at building a culture of sustained solution mindset and a sustained practice combining analytical and creative thinking to meet customer demands of modern times. It creates an environment to explore, be creative and stay close to clients, shifting team focus from completing individual, to projects/work situations from customer expectations and thereby fostering an open attitude and increased collaboration

Approach:

- Participants from the same team, dealing with a common set of challenges or business priorities.
- Each team brings a common recent or new business challenge to the program.
- Each team solves/addresses the business challenge using the tools and techniques introduced to them in the program.



Sharpening Analytical Intelligence

- Unlocking Customer Insights**
 - Listening to the Voice of Customer
 - Customer Empathy
 - Identifying Customer Value
- Building a Consulting Mindset**
 - Customer Problem Identification
 - Formulating hypothesis
 - Problem solving techniques

Taking a current initiative and applying the concepts from the program

- Big Picture Orientation**
- Thinking Big
 - Translating ideas into service offerings
 - BHAG (Big Hairy Audacious Goals)

3 Workshops (2-hours each)

2 weeks

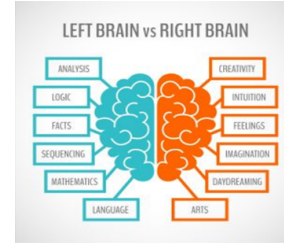
Enhancing Creative Intelligence

- Developing Curiosity & Out of the Box Thinking**
- Understanding Curiosity & Inquisitiveness
 - Relearning the Art of asking questions
 - Curiosity Walk
 - Thinking Differently

- Crafting Solutions Creatively**
- Human-centered Design essentials
 - Idea Generation
 - MVP & Prototyping
 - Collaboration & Iteration to unearth creative solutions

- Enhancing Ownership**
- Active Listening
 - Persuasive & Assertive Communication
 - Motivation & Ownership

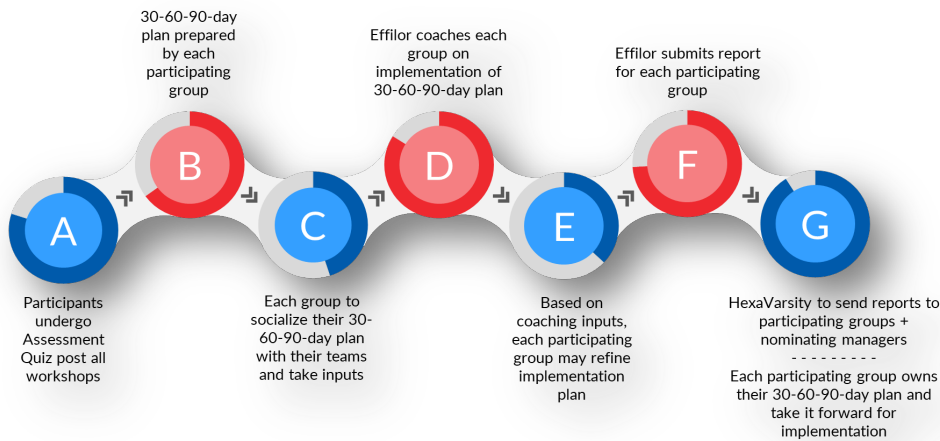
4 Workshops (2-hours each)



The theory is that people are either left-brained or right-brained, that one side of their brain is dominant. If you're mostly analytical and methodical in your thinking, you're said to be left-brained. If you tend to be more creative or artistic, you're thought to be right-brained

To develop a strong solution mindset acumen, it is important to focus on both sides.
The Solution Mindset program focuses on encouraging & engaging participants to activate both the analytical (left) as well as the creative (right) sides of their brain.

Post Workshop Effectiveness



Benefits and Success Measures

- Enhance their ability to gather customer insights (pain-points, unstated opportunities)
- Develop their 'curiosity quotient' that will enable them to create more creative ideas & solutions.
- Get an appreciation for looking at solutions from the client perspective (why would they buy what you have to offer)

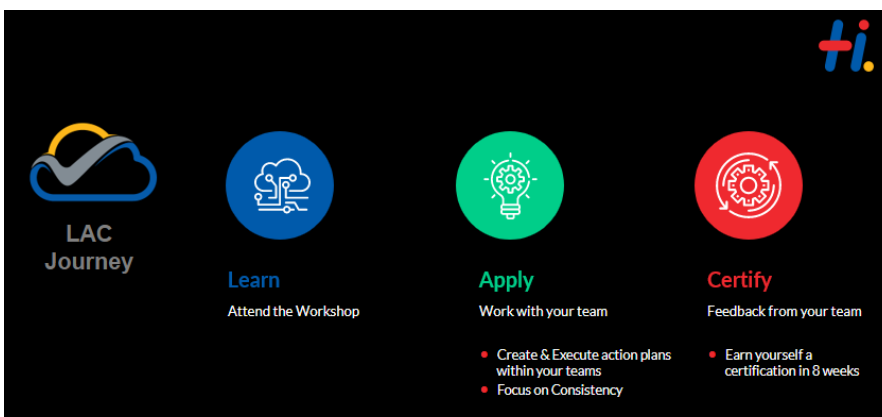


Build ability to craft solutions in a more creative & innovative manner.

Focus Areas (Area of Impact)	Progress tracking Parameters (Observable Changes)
Sharpening Analytical Abilities	Reduced Turn Around Time for deliverables
	Increased productivity of the team
	Release quality improvement
	Quicker removal of Impediments within Projects
	Reduction in escalations
Sharpening Creative Abilities	Impactful Customer Value Adds
	Reduction in Risk probability
	Increase in CSAT scores
	Increased learning appetite of the team
	Creation of space for employees to experiment and test ideas

4. You are the key – Manager Empowerment Program

The program empowers the managers to take a people centric approach towards their team. It provides practical tools and strategies that can be implemented immediately to create a positive, productive, and engaged environment. The program helps the managers enhance employee experience and satisfaction.





Post Program Effectiveness: A survey is launched to the reportees of the managers post three months of workshop completion to gauge the employee experience. The survey is based on a 5-point Likert scale, 1 being the lowest and 5 being the highest. The team members are asked to rate their managers on the statements given below.

Survey Questions:

- Did your manager make an attempt to get to know you as a person?
- Did your manager offer you guidance and help in difficult situations?
- Did your manager schedule discussions on work progress- career guidance and feedback in the last quarter?
- Have you received appreciation & recognition from your manager for your work in individual or group meetings?
- How has your experience been with your manager in the last 3 months?
- In the last quarter- how many check-ins (work and non-work related) did you have with your manager?
- Has your manager reached out to you to discuss non-work-related aspects in the last quarter?

Benefits and success measures:

- Develop their ability to improve retention.
- Increase their team collaboration.
- Enhance employee experience and satisfaction.
- Increase team productivity.

Unconscious Bias: Unconscious bias training is designed to help employees recognize and address unconscious bias in the workplace. The pilot batch of this program was rolled out to our Senior Leaders in 2022. This program is delivered through a combination of Virtual instructor led training, e-learning modules and reinforced through periodic learning materials, insights, and articles. The program is designed to be highly interactive and engaging, with a focus on practical strategies that can be implemented immediately.

Approach: The participants go through pre-reads and eLearning modules on LMS prior to attending the Virtual instructor led training.



Access eLearning and Tools

<p>EXCELERATORS (30-60 min.)</p> <p>Complete these mini-courses to learn the foundational principles.</p> <ul style="list-style-type: none">✓ Unconscious Bias Part 1: Identify Bias (2.1)✓ Unconscious Bias Part 2: Cultivate Connections (2.1)✓ Unconscious Bias Part 3: Choose Courage (2.1)	<p>INSIGHTS (Less than 15 min.)</p> <p>Extend your learning with these short eLearning modules.</p> <p>Introduction</p> <ul style="list-style-type: none">✓ More Than You See <p>Identify Bias</p> <ul style="list-style-type: none">✓ Your Brain and Bias✓ The Three Bias Traps <p>Cultivate Connection</p> <ul style="list-style-type: none">All of Us <p>Choose Courage</p> <ul style="list-style-type: none">Courage in ActionWays to Act With Courage
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Execution: The Organizational Development Team as part of Learning & Development (HexaVarsity), engages with internal cross-functional teams to coordinate with external facilitators and meticulously execute programs as per their specific design. The team program manages all Ignite 2.0 programs end to end; from the onset of aligning with the right focal groups and their geographies to collating responses from the Effectiveness Survey launched three months post completion of each batch.

Strategy To Identify Specific Focal Groups:

The following design was created to create efficiency and alignment in identifying the right focal groups to their role specific programs, keeping in mind variations in time zones and cultures.



Ignite 2.0 Planning

Plan	Account/Unit Buy in	Strategy	Tracking
Start with LEAP	All self-nominations must come with manager approval to ensure it is taken seriously	Use LEAP contacts to build participant list for other programs	Create new tracker Format
	All bulk nominations from units must contribute a certain number of candidates	This way, dropouts must be replaced by the units	Program Management and Reporting to be done Separately to split workload
	Link to KRA	Units to recommend an ignite SPOCS for communication	Coaching sessions to have individual HV SPOCS (invites and attendance tracking)
		Nominations to be reviewed with SPOCS 1 week before initiation	Reporting Manger and his/her Emp ID must be tracked for ease of escalation
		Space out programs over a period 12 months running 1 program at alternate months	
		2 Onsite friendly batches to be run for reach program (once in 6 months)- Onshore team to help with nominations/tracking confirming participants	
		Use SCM a forum to get SPOCS nominations	
		Attendance to be shared with SPOCS to take Ownership of program completion	
	Close all OD Program by Oct 22 week 1		

The Team has collaboratively executed and managed a total of 23 programs of which 3 were exclusive for our focal groups onshore and reaching approximately 664+ participants Globally.

Leadership Capability Development Programs		
Program	# Of Batches	# Participated Globally
LEAP 2.0	3	73
Unlock - Executive Coaching Program	4	72
You are the Key - Manager Empowerment Program	11	353
Unconscious Bias	4	142
Solution Mindset	1	24
Program	# of Batches	# Participated Globally
Overall Participant Reach Globally	23	664

Program Management: A process has been created for efficient management of multiple programs simultaneously.



Ignite 2.0 Program Management		
Task	Description	Actions
Information to be shared by PM during Final Q&A	Quiz to be taken up by all participants (Flexible as per Target Audience)	Email to be shared during the final day of the workshop series
	Feedback to be completed	Monitor and track Quiz completion before scheduling coaching sessions
	Notify participants of Mid Course Feedback & End Course Feedback	To be followed up on and closed by Feedback Administrator. PM to track closure of Feedback
	Notify Participants of Completion Criteria	
	Notify Participants of Final Presentation	
Remind Participants of Teams Repository		
Quiz	To be launched the final day of classroom session	Follow up to closure
Feedback	Mid-Course Feedback to be triggered	
	PM must inform completion of Quiz within respective timelines	
	PM must inform completion of Feedback within respective timelines	
Check for QUIZ and ASSIGNMENT Submission	These tasks need to be executed in a timely fashion to ensure the effective management of multiple & simultaneous batches	Check in Interview Mocha.
		Send Reminders to participants who have not completed Quiz or Assignments
		Write to interview Mocha Support team to get Reports 2 days before the coaching session.
		Share Quiz reports with Effilor the day before the coaching start date
		Reports must be in excel with each participants answers in a individual sheets
Set Up Reminder	To be executed to ensure that individual coaching invites are scheduled on time for the right batches	PM to set up Calendar Task as Reminder for the team for a date 1 week before the first coaching session. For example. If the 1st coaching session is on the 21st of June, then the reminder has to be set for the 14th of June, The reminder has to be set on the final day of the workshop series
Get Coaching Time Slots Confirmed	To prepare for upcoming coaching sessions	Write to Effilor Team to get this information
Coaching invites		To start planning a week before coaching
		To be sent out only if Quiz and Assignments are complete

All programs are re-aligned based on feedback collated from facilitators, individuals from specific focal groups and Business delivery stakeholders.

Adoption of the Program

Participants received the programs well irrespective of their work tenure.



Unlock:

1 | Clarity of Thought and speech from the coach. To pin-point of areas that needs improvement. This being done with actual scenarios picked up from our conversation and explaining on to proceed.

Doing this actually helps me reiterate and understand the situation in hand.

2 | session helped me

- 1 . To get answers from me for my own questions in mind
2. Pushed me to take little steps to achieve what I wanted
3. Setting activities which I need to do for myself at the end of every session
4. Coach was open to listen to what I say
5. She also gave me inputs on how to do

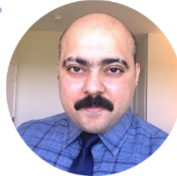
3 | Frankly I enjoyed every bit of it. The efforts, and time invested by coach on me and on my developmental needs is beyond words. Thank you is just a small word here. At the start of the program, we mutually decided on the topics/areas which would as team would work upon. Coach Alok helped me to work on those defined goals, and further we tweaked 12areas which he also accommodated.

4 | My coach was very patient with me and understood all my areas of concern. He advised me with suitable interventions that has started to help me in my personal and professional life. The pace was easy, the solutions were easy to implement albeit being powerful and could see myself changing in a short period of time

LEAP 2.0:

VARUN MEHROTRA
Assistant Director,
HTPS,
United States

- Very well organized and structured training especially for someone who is new to the concept of senior leadership and to help gradually expand the horizon of thinking. Thilak makes one feel at home meaning very comfortable while being focused to the point and clear in his deliveries. Balesh and Vikram were good as well in their explaining and encouraged good interaction during the sessions



SUBHADEEP SEN
Assistant Vice President
MFGCONSU
United States

- The sessions were very well planned and executed. All the trainers have immense industry experience which was evident based on the examples/scenarios they shared. Overall, I definitely found them relevant and looking forward to implementing them in my daily life.



RANJEET ADKAR
Assistant Vice President
HTPS,
Mumbai, India

- LEAP 2.0 is a very well designed course considering the content, training faculty and employee convenience. I am very happy with the progress so far and looking forward to completing the course successfully.



SANDHYA DUVVURI
Senior General Manager
MISSION
Chennai, India

- I enjoyed the training well. The course curriculum was well designed. The trainers made the sessions interesting and have been very encouraging and friendly. With their knowledge of Hexaware's context and rich experience in the same industry, they were able to strike the chord with the participants. A few sessions could have been made more interesting with more discussions or break out sessions. Perhaps due to want of time, this could not be done. The trainers had a lot to cover in the 2hrs slot and had to rush.







Solution Mindset:

 <p>MUBIN CHOUGLE, PROJECT DIRECTOR, GTTCOMP, MUMBAI</p> <p>The best use of this workshop is to perform the activities iteratively, sometimes even going back and questioning the premise/problem itself. The benefit would come out of conversations leading up to differing viewpoints and ultimately finding the best solution to move forward with.</p>	 <p>SHRIRANG MOKASHI, SENIOR CONSULTANT, ATMCLDCOMP, PUNE</p> <p>It help us to understand / refrain, analyze and solving the problem by applying the tools and technique. Break out sessions during the training helped us to understand the shared concepts by applying the same on our problem statement. Trainers were calm and composed to clarify all the doubts.</p>	 <p>IRFAN SALIM AGARIA, SR. CONSULTANT, COMP DEV – MS, MUMBAI</p> <p>The training was very helpful and we learnt a lot of tools and techniques which we also presented to the leadership in the final presentation. Training Material was good and Training delivery was also good. We were provided help wherever needed.</p>
 <p>ALOK MISHRA, PROJECT DIRECTOR, PRACTICE – HTPS, CHENNAI</p> <p>Practically, we don't use these many frameworks - probably an overkill and the kind where we go into an organizational level evaluation of capability for solutions is rather unrealistic. 2. In IT Services industry, solutions mostly fall into either proposal based solutions or Product Development. The relevance to these was limited, more so because the trainers can't be expected to dive very deep into Hexaware services and solutions capabilities, which are relevant for any solution we give to our clients.</p>	 <p>RUSHEEL NAIR, SMT-MARK, BANGALURU</p> <p>Great Workshop. Must have for all the mid level employees, helps think about solutions in a different manner</p>	

Leaders on Ignite 2.0:

	<p>The solution mindset program helped our team to work and find solutions together. The team members were performing similar roles and did not have time to compare notes and share best practices and the solution mindset program, helped them to structure their thoughts and find solutions to common problems that they were facing in executing their roles.</p> <p>-Ashok Harris, President - Strategic Partnerships, Chennai</p>	<p>Solution Mindset</p>
	<p>Most of the admin and physical security team members of Corporate Affairs function underwent mLEAP 2.0 and LEAP 2.0 training programs last year. The LEAP sessions could not have come at such an opportune time – it was a blessing for the team as LEAP tools helped all of us to Reinvent – Restructure – Reorient ourselves to improve our service levels by using the various LEAP tools shared with us during the course of the session.</p> <p>-Rahul Gaikwad, Assistant Vice President-Admin, Pune</p>	<p>LEAP 2.0 & mLEAP</p>



Measurable Benefits

The Ignite 2.0 OD programs have created a chain reaction within projects and units. Hexaware’s primary focus however was not to generate ROI but to bring alive the vision and themes of the organization like “Own Your Game”, “Digital Transformation” & “Putting a smile on a customer’s face”.

An Effectiveness Survey is launched at 3 months post successful completion of all programs to gauge the level of application and sustainability of learning of its participants. Below are some of the highlights with evidence shared in the below snapshots.

- Increase in Customer Delight
- Extension & renewal of contracts in multiple accounts
- Reduction in overall costs for customers
- Increase in innovation & automation.
- Improved productivity & quality
- Customer relationship management

The Ignite 2.0 programs have been successful in achieving its objective with the 664+ consultants who were involved in our programs and have become catalysts in ‘Igniting’ a change across their workforces. Our programs received a feedback score of 4.3 on a scale of 1 to 5 (1 being the lowest and 5 being the highest) in overall program execution and training delivery.

Qualitative Analysis

Key Competencies applied through Ignite 2.0

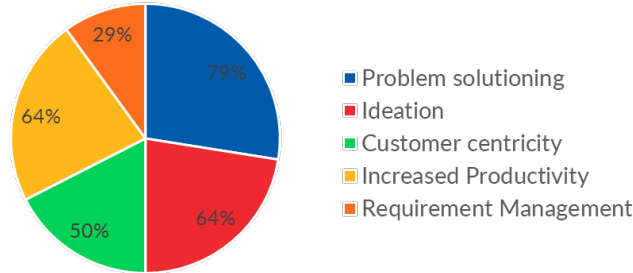


The above graph represents the statistics derived from the effectiveness surveys. During the survey, we found 69% participants who completed ignite programs noted an increase in team collaboration.

68% said they were able to apply strategic thinking and customer centricity principles to achieve a high customer satisfaction rate. 62% found impact and value in taking more accountability & showing better ownership in their roles.

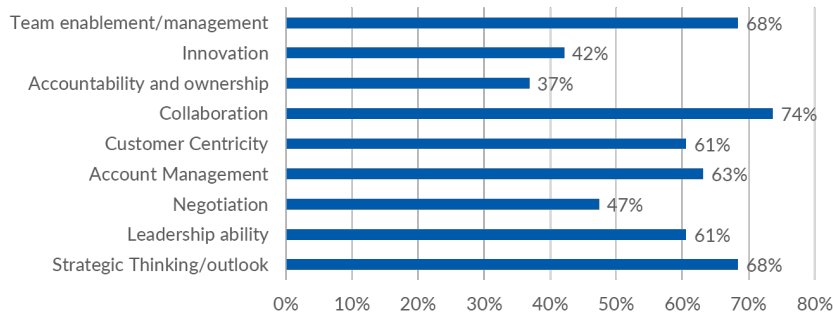


Impact and Value - Solution Mindset



79% enhanced their problem solving skills post completing the program. 64% experienced a growth in ideation. 50% participants observed an increase in customer satisfaction rate for their projects. 64% found an increase in their productivity after attending the program. 29% reported that they were able to manage their requirements better.

Impact and Value- LEAP 2.0



74% were able to harness collaborative skills to enhance team performance. 68% participants said they were able to build, manage and sustain their teams effectively and successfully. 68% respondents said they have been able to apply strategic thinking in their areas of work. 63% saw an increase in their account planning efficiency. 42% observed that they were able to bring innovation to their projects. 61% experienced a positive change in their leadership ability and style. 61% said they were able to apply customer centricity principles to achieve a high customer satisfaction rate. 47% said they were able to negotiate better in their areas of work. 37% found impact and value in taking more accountability & showing better ownership in their roles as managers.

You are the Key – Manager Empowerment Program

Highlights

- 84% respondents said their experience with their manager improved during the last 3 months.
- 79% respondents said they got regular guidance from their manager.
- 64% said their manager-initiated work progress and career related discussions with them.

Lowlights

- The survey had a low response rate of approximately 29%.
- 49% respondents said their manager didn't reach out to them to discuss non-work-related aspects in the last quarter



Effectiveness Survey Sample Responses (For LEAP 2.0 and Solution Mindset)

Effectiveness Responses Post 3 Months Completion			
LEAP 2.0			
Name	Areas covered in LEAP 2.0 that you have been able to apply in your areas of work	What is the value you have derived from the program	Quantify the benefits to your unit and/or the organization from the program. Benefits may include: <ul style="list-style-type: none"> •Improved strategic outlook •Enhanced Curiosity Quotient •Improved Account Mining •Increased...
Dinesh Ganesan	<ul style="list-style-type: none"> * Developing Customer Centricity to enable high levels of Customer delight; * Developing ability to think strategically in day-to-day work and embracing growth mindset; * Improvement in my negotiation skills; * Acquired ability to build and harness Collaborative teams for further business benefits. 	I was able to enhance my Leadership ability and take more accountability and ownership at work. I am able to be more proactive at work and explore out of box solutions for persistent issues. I am able to build an Innovation mindset.	<ul style="list-style-type: none"> * Increased customer satisfaction with better CVA scores, all 6 and above on a 7 point scale for Tele2, the key account that I support; * Improvement in team enablement and delegation, by grooming next level team members to take up higher roles; * Enhanced Empathy with the team members leading to lower attrition in the current difficult times; * Able to meet the Revenue and Gross Margin goals in the accounts supported in 2020 with improved team engagement.
Rakesh Sahu	Two key areas were Customer centricity and Leader as a coach. With the learnings from the session. I was able to come up with some improvements to address the key pain points of clients and produce tangible results in a short time frame.	It helped me to understand my leadership style and also how I can leverage it for my success and Org benefit. It also provided valuable insights on customer management and interesting strategies to work with our team. Tools like BATNA, 30-60-90 were simple to follow yet highly effective.	<ul style="list-style-type: none"> - Improved customer Trust - Empowered team and better participation - Well-groomed young leaders
Lubomir Radoulov	I am striving to apply in my work all area of knowledge and practice that were covered in LEAP 2.0 training. These that I use most often are Strategic Thinking, Customer Centricity, Collaboration, Account Planning & Management, Negotiation, Leader as Coach, Building A&O, and Social Intelligence.	The program not only provided a great amount of knowledge targeted to enhance the leadership performance of each participant but in addition to this allowed through its interactive and hands-on approach to practice and make the learning closer and applicable in the practice. The greatest value that I find in this program is the human approach that is used across all the modules, that raise the awareness that in order to be successful in your business you must analyze and strive to satisfy not only the business needs and requirements but the personal needs and aspiration of all stakeholders including customers, management or team members.	<ul style="list-style-type: none"> •Improved strategic outlook •Enhanced Curiosity Quotient •Improved Account Mining •Higher win-win situations for negotiation •Better team satisfaction/engagement •Better Team enablement and delegation •Enhanced Empathy <p>All this leading to increased Customer Satisfaction and potential for higher revenue for the company.</p>
Narayanan MK	<ol style="list-style-type: none"> 1) Account Planning & Management 2) Leader as Coach 3) Negotiation for win-win 4) Building Collaborative Teams 	<p>Account planning initiative has reached good benefits in AstraZeneca & Avantor account and we have platform now to grow the partnership.</p> <p>Leader as a Coach approach has worked well, On my team front - three of my reportees are groomed as SDM & ASDMs now and they are able to take bigger roles.</p> <p>Building Collaborative Teams approach - has helped me to build TRUST based next level leadership and team has been open in sharing their thoughts and views fearlessly.</p>	<p>Improved account mining has set platform (in FY22) for accounts like Avantor to move to \$1 and BI to be a multi-million account. Retention and revival of AstraZeneca account, with platform set for good growth (\$1.2m)</p> <p>Leader as a Coach approach has worked well, On my team front - three of my reportees are groomed as SDM & ASDMs now and they are able to take bigger roles.</p> <p>Within 10 months of moving into H & I - I am able to get my leadership team confidence and bestowed with bigger responsibilities for FY22. From ASDM role holding \$2m target in FY21 - am expected to take DH role for APAC and NN (non-product) with a target of \$14m</p> <p>I am sure the LEAP thought process helped me to structure my thought process and establish right platform for my self growth as well as contribution to my team</p>



Effectiveness responses post 3 months			
Solution Mindset			
Name	Areas covered in Solution Mindset that you have been able to apply in your areas of work	What is the value you have derived from the program	Quantify the benefits to your unit and/or the organization from the program. Benefits may include: Enhanced Customer satisfaction and Impactful Customer Value AddsImproved productivity - Tools u...
Galaxy Chakma	- to define the problems being faced by service marketing team - to identify the barriers and find the possible solutions and alternatives through different models	Problem solving mindset to clearly solve problems related to service marketing team	- Improved productivity - Enhanced customer satisfaction - Release quality improvement - Increase in employee ideation for problem solutioning
Soumya Arya	Ideation, Problem-solving, and strategizing solutions in different ways	analytical thinking, Problem solving	onboarded new Account-based marketing platform
Rusheel Nair	Customer Centricity required to Structure Problem Solving	Breaking down the problem into different smaller units and reworking on the solution	Helped in Evaluating our channels better
Shrirang Mokashi	Requirement mapping with solution	Effective way of converting problem statement to requirement. Find root cause for problem	Increase in employee ideation for problem solutioning.
Arun Narayanan	not applied directly yet which is not to say that the learnings are off the mark. on the contrary, I appreciate grounds-up theory.	Back to basics - essentials, revision etc.	Helpful to structure thoughts.
Shyam Nurani	Increase in employee ideation for problem solutioning	To be able to think differently to come up with better ideas to ensure marketing initiatives are run better and more effectively to yield better results	Increase in employee ideation for problem solutioning
Mary mereena Paul kuzhivelil	Thinking out of the box	Finding solutions for problems that are unseen/ ignored most of the time	It helped. Thank you :)
Bhairaram Mehrotra	Able to apply few of the learnings in my day to day work.	Able to understand or think about problem statement in more broader context , that is the biggest learning.	Difficult to quantify , as learning from program are more qualitative in nature.
Vinita Bagde	Think from Customer point of view	Focus on enhancing value for Customer	Meeting customer expectation
Alok Singh	Problem formulation and solution strategy formulation	Better able to organize problems and define solutions	Brainstorming actions needed for successful demand generation and demand capture
Satarupa Chakraborty	Problem Solving, Collaboration,	Critical Thinking	Increase in employee ideation for problem solutioning



Overall

In the last two years, the Ignite 2.0 program has created a realization of the opportunities available in the organization and how consultants within the organization are able to perform better and improve customer satisfaction in its various business offerings.

Ignite's journey has been upward and onwards since its inception in 2020. Ignite started off with 4 programs in 2020 which grew to 9 programs in 2022 and further expanding its reach in 2023 with the relaunch of Ignite 2.0 as Ignite 3.0.

Ignite 3.0 focuses on Digital Leadership Transformation and Mid-Management Transformation by upgrading the existing programs and launching new programs to cater to suit the growth prospect of various roles with the changing business environment and market needs for 2023 -24.

Following are the programs in pipeline for 2023 –

LEAP 3.0 for ASDMs

LEAP 3.0 for AMs

LEAP 3.0 for Hexaware Future Leaders

Solution Mindset for ASDMs

Solution Mindset for AMs

Agile Culture Essentials for Managers

Reverse Mentoring

Storytelling for Effective Business Communication



Brandon Hall Group

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AWARDS 2023**

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