



Brandon Hall Group

# EXCELLENCE AWARDS 2024

## Talent Pipeline Perfection: Cairn’s 100% Internal Leadership Role Fulfillment

Cairn Oil & Gas Vedanta Limited

Best Leadership Development Program

November 2024



### Company Background



Company-at-a-Glance	
Headquarters	Gurgaon, India
Year Founded	2004
Revenue	1.51 Bn \$
Employees	1362
Global Scale (Regions that you operate in or provide services to)	India
Customers/Output, etc. (Key customers and services offered)	The major customers are public and private sector refineries such as IOCL, Reliance, Essar, MRPL etc Output – Crude oil and Gas
Industry	Oil and Gas
Stock Symbol	VEDL.NS
Website	<a href="https://www.cairnindia.com/Pages/Home.aspx">https://www.cairnindia.com/Pages/Home.aspx</a>



## Company Background

Company-at-a-Glance	
Headquarters	ASF Center Tower A362-363, Jwala Mill Road, Phase IV, Udyog Vihar, Sector 18, Gurugram - 122016, Haryana
Year Founded	1995
Revenue	INR 13,223 Cr
Employees	1351
Global Scale	India (Rajasthan, Andra Pradesh, Gujrat, Assam)
Customers/Output, etc. (Key customers and services offered)	The major customers are public and private sector refineries such as IOCL, Reliance, Essar, MRPL etc. Output – Crude oil and Gas
Industry	Oil and Gas
Stock Symbol	VEDL.NS
Website	<a href="https://www.cairnindia.com/Pages/Home.aspx">https://www.cairnindia.com/Pages/Home.aspx</a>

## Budget and Timeframe

Budget and Timeframe	
Overall budget	INR 12 CR
Number of (HR, Learning, Talent) employees involved with the implementation?	2
Number of Operations or Subject Matter Expert employees involved with the implementation?	2
Number of contractors involved with implementation	2
Timeframe to implement	2 months
Start date of the program	1 <sup>st</sup> April 2021



## Fit to the Needs

### Development Program

The leadership development program at Cairn Oil & Gas was established in response to several critical business conditions and needs that were essential for driving organizational growth and success in a competitive industry. Below are the detailed factors that led to the creation of the program:

### Leadership Pipeline Development

- **Imperative for Competent Leaders:** Cairn identified the need to nurture a pipeline of competent leaders capable of steering the company forward in an increasingly competitive industry landscape. Building a sustainable leadership pipeline was seen as crucial for the company's long-term success, ensuring that leadership positions were filled by well-prepared internal candidates.

### Skill Gap Identification

- **Bridging Skill Gaps:** There was a clear need to bridge skill gaps among managers and leaders, particularly in technical, relational, and communication skills. Addressing these gaps was essential for enhancing organizational effectiveness and supporting growth. The leadership development program aimed to provide targeted training to close these gaps and equip leaders with the necessary competencies.

### Talent Retention and Development

- **Internal Talent Development:** Retaining top talent and developing future leaders internally were identified as crucial to Cairn's long-term success. This necessitated the creation of a structured leadership development program to nurture and retain high-potential employees. By investing in internal talent, Cairn aimed to foster loyalty and reduce the costs associated with external recruitment.

### Cost-Effectiveness and Efficiency

- **Optimizing L&D Budget:** Cairn sought to optimize its learning and development budget while maximizing the impact of its training initiatives. The focus was on developing cost-effective and efficient leadership development solutions that could deliver high returns on investment. Efficient use of resources was essential to ensure the sustainability of the program.



### **Adaptability and Flexibility**

- **Flexible Learning Opportunities:** The organization needed a program that could adapt to changing business conditions and market dynamics. Providing flexible learning opportunities that could be accessed anytime, anywhere was critical to meet the diverse needs of the workforce. The program incorporated various learning modalities to cater to different learning preferences and schedules.

### **Data-Driven Decision Making**

- **Leveraging Analytics:** Cairn aimed to leverage data and analytics to track learning activities, gain insights, and make informed decisions. This approach was crucial for continuously improving the effectiveness of its leadership development efforts. Data-driven insights allowed the organization to tailor the program to address specific needs and measure its impact accurately.

### **Addressing Immediate Needs**

- **Rapid Leadership Capability Development:** Cairn recognized the need to develop leadership capability rapidly, especially among approximately 200 new leaders promoted 2-3 levels up due to restructuring. These leaders needed to manage large-scale changes while dealing with the challenges of the pandemic. Immediate development of leadership skills was necessary to ensure they could handle their new responsibilities effectively.

### **Strategic Talent Management**

- **Comprehensive Talent Management Framework:** Designing and deploying a comprehensive talent management framework was critical for Cairn. This framework helped assess the potential of its current talent pool, ensuring capable individuals were placed in critical roles, thereby mitigating risks and driving organizational success. The framework was designed in close partnership with senior leadership to align with organizational goals.

### **Context of Remote Locations**

- **Challenges in Remote Operations:** Cairn operates in remote and often harsh environments in India, presenting unique challenges in delivering consistent and high-quality training. The leadership development program addressed these challenges by emphasizing virtual training and e-learning platforms, making development opportunities accessible to all employees regardless of location. Augmented and virtual reality (AR/VR) tools were used to simulate real-world scenarios, providing immersive and practical training experiences.



### **Developing and Retaining Key Oil & Gas Talent**

- **Specialized Talent Needs:** The specialized nature of the oil and gas industry requires highly skilled professionals with both technical expertise and strong leadership capabilities. Ensuring continuous development and retention of these professionals was vital for maintaining operational excellence and competitive advantage. Cairn's leadership development program was tailored to meet the specific needs of the oil and gas industry, focusing on both technical and leadership skills.

### **Organizational Restructuring and Growth**

- **Impact of Restructuring:** The restructuring in 2019-20 led to the creation of seven self-contained organizations with dedicated technical and supporting teams. Many leaders were promoted 2-3 levels up, leading to new roles and increased responsibilities. This shift required upskilling young leaders to take on new and challenging roles.
- **Opportunity for Upskilling:** Due to the shift of the organization model to an outsourced business partner-led model, many new roles were created, presenting an opportunity to upskill young leaders. This shift had significant implications on the workforce, requiring them to focus on value-adding activities such as strategy, technical excellence, operational efficiencies, project planning & governance, business and MIS reviews, and driving digital and technical solutions.

### **Enhancing Decision-Making Processes**

- **Reducing Decision-Making Timeframes:** Cairn faced delays in decision-making due to cumbersome manual processes and a lack of data-driven insights. On average, decisions took 2-3 weeks to finalize, leading to missed opportunities and slowed project timelines. The initiative aimed to reduce decision-making timeframes by 50%, bringing the average down to 1-2 weeks.
- **Delivering Tangible Business Value:** Cairn struggled to demonstrate the value generated by its projects. By implementing clearer performance metrics, the company aimed to showcase a direct contribution of 15% to revenue growth, making it easier to secure further investments.
- **Transparency and Integrity in Reporting:** The company's reporting mechanisms were disjointed and lacked uniformity, making it difficult to maintain a high level of transparency and integrity. Instances of data discrepancies, particularly in financial reporting, raised concerns about data accuracy and reliability. The initiative sought to achieve a 95% accuracy rate in financial reporting, reducing instances of data discrepancies by 70%.



### **Employee Accountability and Engagement**

- **Boosting Engagement Scores:** Ensuring accountability for individual and team performance was a challenge. Improved tracking and recognition mechanisms were projected to increase employee engagement scores by 20% within the first year of implementation. Cairn recognized the importance of enhancing employee accountability and engagement to foster a motivated and innovative workforce.

### **Alignment with Modern Learning Needs**

- **Flexibility in Learning:** Cairn needed to align itself with the learning needs of new-age, technology-focused learners who prioritize flexibility in learning. This involved incorporating digitalization, dynamic industry trends, and up-to-the-minute technical expertise into the learning framework. The program aimed to cater to the evolving preferences of modern learners, ensuring relevance and accessibility.

### **Impact and Measurement**

- **Measuring Success:** The impact of these initiatives was measured through metrics such as enhanced roles and responsibilities, leadership and managerial role allocation, increased engagement and satisfaction, improved productivity, and cost savings. Positive feedback from participants further validated the success of the programs. Cairn's efforts resulted in improved productivity, increased engagement, and cost savings, contributing to the overall HR strategy and supporting the organizational vision and objectives.

By addressing these business conditions and needs through the Cairn Leadership Excellence program, Cairn ensured that its leadership development initiative was closely aligned with the organization's strategic objectives, driving sustainable growth and success in a challenging and competitive industry. The comprehensive approach to leadership development not only enhanced individual capabilities but also contributed to the overall transformation and resilience of the organization.



The **Cairn Leadership Excellence (CLE)** program is a comprehensive and structured leadership development initiative designed to identify, nurture, and develop high-potential managers and leaders across various departments at Cairn Oil & Gas. This program addresses the organization's critical need for a robust leadership pipeline, aiming to equip future leaders with the necessary skills, knowledge, and competencies to drive Cairn's strategic goals.

### **Talent Identification Avenues**

Cairn employs a multi-faceted approach to identify potential leaders, ensuring a thorough evaluation of candidates' capabilities and potential:

#### **1. Assessment Centers: (Act Up)**

- ***Being an oil & gas industry, Cairn conducts assessment centers both for leadership competencies and technical oil & gas competencies, to enable our leaders to follow either paths of technical experts of people management and business leaders. Hence,***
  - 1. Technical Act Up is conducted to assess and identify technical high potentials***
  - 2. Leadership Act Up is conducted to assess and identify Leadership potential***
  - 3. An employee can be selected and trained for either/or/both of the assessment centers***
- **Purpose:** To evaluate candidates' competencies in a structured environment.
- **Process:** Includes simulations, role-plays, and psychometric tests to assess technical, relational, and leadership skills.

#### **2. Business Critical Projects:**

- **Purpose:** To identify leaders through real-world challenges.
- **Process:** Candidates are assigned critical projects that test their ability to handle complex problems, drive results, and demonstrate leadership.

#### **3. Workshops:**

- **Purpose:** To gauge participants' engagement and learning agility.
- **Process:** Interactive and intensive workshops that focus on developing specific skills and assessing participants' ability to apply these skills in real-time scenarios.

### **Segmented Development Programs**



Cairn's talent development programs are segmented based on the career stage of employees, ensuring continuous development from entry-level to mid-senior levels. Each program is designed to enhance the capacity of identified talent to lead with authority, trust, and conviction.

### 1. Junior Level:

- **Barrel of Learning per Day (BOLD):**
  - **Objective:** Promote continuous learning through bite-sized modules.
  - **Content:** Daily learning snippets on various topics to keep skills sharp and knowledge updated.
- **First Time Manager Journey for FTMs: (V-campus (short for Vedanta Campus))**
  - **Objective:** Prepare new managers for leadership roles.
  - **Content:** Focuses on fundamental management skills, including team leadership, communication, and performance management.

### 2. Mid-Level:

- **Fixed Step:**
  - A comprehensive learning and development program designed for young independent contributors in the Oil & Gas PetroTech and operations domain with 1-4 years of experience.
  - Aims to equip participants with the necessary technical and functional skills to excel in their roles and accelerate their professional growth.
- **Cairn Accelerator Program for Emerging Leaders (CAP-el):**
  - **Objective:** Groom emerging leaders for senior roles.
  - **Content:** Includes leadership capabilities, strategic thinking, and decision-making skills.





### 3. Mid-Senior Level:

- **Cairn Leadership Initiative for Managerial and Business Excellence (CLIMB-e):**
  - **Objective:** Develop managerial and business acumen.
  - **Content:** Covers strategic thinking, financial acumen, and advanced leadership skills.
- **360-degree Feedback:** Implements a comprehensive feedback process to provide participants with insights from peers, superiors, and subordinates, enabling them to gain a holistic understanding of their strengths and areas for improvement.
- **Career and Leadership Mentoring (CALM):** Provides personalized guidance and support to participants in their career and leadership journeys through experienced mentors.

### 4. Senior management and executive cadre:

- **Zenith Leadership Coaching:** Offers one-on-one coaching and guidance to selected participants, enhancing their leadership competencies and promoting self-awareness.
- **360 Feedback Integration:** Our program incorporates 360-degree feedback mechanisms, providing participants with comprehensive insights into their leadership strengths and areas for development. This multi-rater feedback system ensures a holistic understanding of leadership effectiveness and facilitates targeted growth strategies.
- **Individual Mentoring with Senior Leaders in the Industry:** Participants have the unique opportunity to engage in individual mentoring sessions with seasoned senior leaders from diverse industries. These mentorship relationships foster personalized guidance, industry-specific insights, and invaluable networking opportunities, enabling participants to navigate complex leadership challenges with confidence and foresight.
- **Monthly ManCo Sessions:** Our program features monthly Management Committee (ManCo) sessions, where participants convene with top organizational leaders to discuss strategic initiatives, share best practices, and address emerging leadership issues. These interactive sessions provide a platform for collaborative learning, cross-functional collaboration, and alignment with organizational goals, ensuring that participants are equipped with the knowledge and skills needed to drive sustainable business growth.



- **Women development programs-**
  - **LIFE – Women Leadership Development Program:**
    - **Objective:** Empower women leaders.
    - **Content:** Enhances leadership skills, boosts confidence, and provides networking opportunities.
  - **V-lead – Mentorship for Women Employees:**
    - **Objective:** Support career growth through senior leader mentorship.
    - **Content:** Mentoring sessions focused on career advancement and leadership development.
- **RISER Technical Trainings by External Oil & Gas Trainers for Technical Leaders:** As part of our commitment to technical excellence, we offer RISER technical trainings conducted by external Oil & Gas trainers to all technical leaders within the organization. These specialized training programs cover the latest advancements, industry best practices, and emerging trends in the Oil & Gas sector, equipping technical leaders with the necessary expertise to innovate, optimize operations, and mitigate risks in a rapidly evolving landscape. Through hands-on workshops, case studies, and interactive sessions, participants gain practical insights and tools to enhance their technical acumen, drive operational excellence, and lead their teams to success in complex projects and initiatives.
- **CexLP (Cairn Executive Leadership Program):** The Cairn Executive Leadership Program (CexLP) represents our commitment to nurturing the next generation of executive leaders within the organization. In collaboration with reputed institutions such as IIM Ahmedabad, IIM Udaipur, IIT Delhi, IIT Bombay, Indian School of Business (ISB), and others.
  - CexLP offers customized residential courses tailored to the development needs of high-potential employees at various levels.
  - Employees are categorized by discipline and seniority and then sent to the relevant institutes for study. These intensive programs focus on honing executive leadership skills, strategic thinking, and business acumen, equipping participants with the competencies required to lead effectively in today's dynamic business environment. Through experiential learning, industry insights, and peer-to-peer interaction, participants emerge as visionary leaders capable of driving organizational growth and innovation.



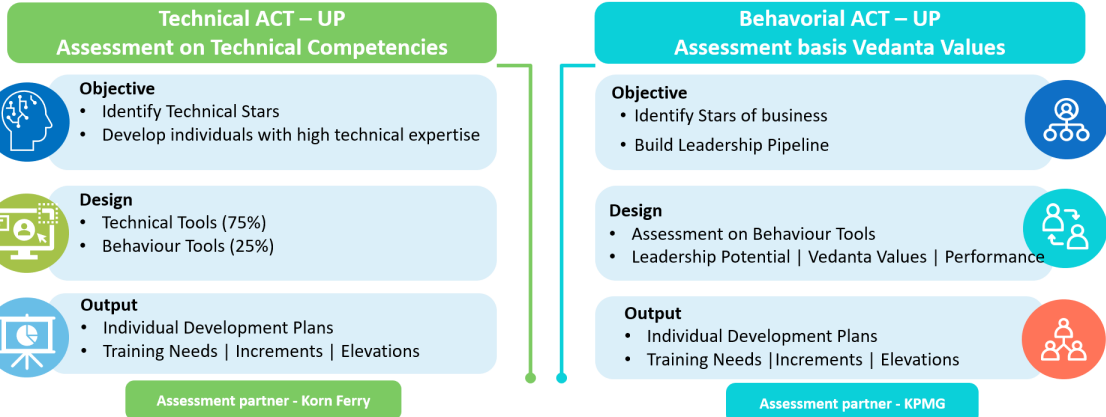
## Talent Identification programs

Assessments And Workshops



### Act Up - Accelerated Competency Tracking and Up-Gradation Program

An industry best talent assessment program – Over 100 talent identified every year



Act Up identified Hi Potential (Hi Po) talent undergo Cairn's Leadership Development Programs

## Cairn Learning Architecture



## Key High-Level Goals

### 1. Develop Internal and diverse Talent:

- **Goal:** Help employees grow as future leaders.
- **Achievement:** Implemented programs like Fixed step, CexLP, CLIMB-e and CAP-eI to nurture current and future leaders.



**2. Enhance Leadership Capabilities:**

- **Goal:** Build a world-class, forward-looking organization.
- **Achievement:** Provided targeted training to enhance leadership competencies.

**3. Focus on Personal Development:**

- **Goal:** Encourage continuous personal growth.
- **Achievement:** Programs were designed to foster personal development alongside professional growth.

**4. Integrated Learning Ecosystem:**

- **Goal:** Create a contextualized, flexible learning environment.
- **Achievement:** Developed an ecosystem with microlearning, internal knowledge sharing, and industry-specific knowledge.

**5. Standardize Leadership Strategy:**

- **Goal:** Create a unified leadership strategy, language, and processes.
- **Achievement:** Standardized leadership development practices across the organization.

**6. Elevate Leadership Skills:**

- **Goal:** Enhance skills of existing and potential leaders.
- **Achievement:** Offered comprehensive leadership training programs.

**7. Companywide Leadership Approach:**

- **Goal:** Support and empower leaders with a comprehensive approach.
- **Achievement:** Developed programs that support leaders at all levels.

**8. Strategic Leadership Pipeline(succession Planning)**

- **Goal:** Facilitate the development of future leaders.
- **Achievement:** Ensured a robust pipeline of leaders ready to take on strategic roles.

**9. Virtual and In-Person Learning:**

- **Goal:** Deliver programs virtually with occasional in-person sessions.
- **Achievement:** Implemented a hybrid learning approach.



## 10. Modern Learning Tools:

- **Goal:** Utilize dashboards, high-engagement, and interactive material.
- **Achievement:** Integrated modern learning tools to enhance engagement.

## Key Learning Imperatives

### 1. Personalization:

- **Imperative:** Develop accessible, relevant, and personalized learning modules and pathways.
- **Implementation:** Customized learning experiences based on individual needs and preferences.

### 2. Governance:

- **Imperative:** Ensure continuous governance of learning programs.
- **Implementation:** Established governance frameworks to monitor and guide program effectiveness.

### 3. Approved Content:

- **Imperative:** Define content strategy with recommended vendors and business needs.
- **Implementation:** Curated content from reputable sources aligned with organizational goals.

### 4. Universal Coverage:

- **Imperative:** Ensure all employees at all levels have access to learning opportunities.
- **Implementation:** Expanded learning programs to reach all employees, including those in remote locations.

### 5. Business Proximity and Agility:

- **Imperative:** Use feedback loops to align learning with organizational and individual goals.
- **Implementation:** Integrated continuous feedback mechanisms to adapt programs as needed.

### 6. Business Continuity Planning:

- **Imperative:** Maintain learning opportunities during disruptions.
- **Implementation:** Ensured learning continuity during COVID-19 and other disruptions.



**7. Cost Optimization:**

- **Imperative:** Optimize L&D costs to positively impact the budget.
- **Implementation:** Leveraged virtual training and e-learning platforms to reduce costs.

**8. Employee Satisfaction:**

- **Imperative:** Increase L&D-related Employee Satisfaction Scores and feedback scores to 80% and above.
- **Implementation:** Enhanced learning experiences to boost satisfaction and engagement.

**9. Digital and Self-Paced Learning:**

- **Imperative:** Move at least 20% of learning to digital and self-paced models.
- **Implementation:** Expanded digital learning offerings and self-paced modules.

**10. Increase eLearning Hours:**

- **Imperative:** Double the eLearning hours compared to previous years.
- **Implementation:** Encouraged greater participation in e-learning courses.

**11. Increase Overall Learning Hours:**

- **Imperative:** Achieve a 100% increase in learning hours for the organization.
- **Implementation:** Offered more learning opportunities and tracked participation.

**Strategic Focus Areas**

**1. Leadership Development Across Levels:**

- Zenith – Leadership one-one coaching
- CExLP – Institutional learning
- **CLIMB-e:** Focuses on managerial and business acumen development.
- **CAP-el:** Enhances leadership capabilities for emerging leaders.
- **Fixed step** – 1-4 years technical talent development



- **360-Degree Feedback:** Provides holistic feedback for comprehensive development.
  - **CALM:** Offers personalized career and leadership mentoring.
  - **LIFE:** Empowers women leaders through targeted development.
  - **V-lead:** Supports women employees with senior leader mentorship.
  - **First Time Manager Journey: (V-campus)** Prepares new managers for leadership roles.
  - **BOLD – campus hire journey**
2. **Leveraging Technology and Innovative Approaches:**
- **E-Learning Platforms:** Utilizes Percipio and IHRDC for diverse online courses.
  - **Hybrid Learning Approach:** Combines in-person workshops with virtual attendance, enabling training for employees from other locations and optimizing cost
  - **AR/VR Technology:** Employs AR and VR for immersive training experiences.
  - **Innovation Centre:** Provides a space for experiential learning and hands-on exploration.

## **Outcomes and Achievements**

1. **Developed Leadership Pipeline:**
- **Achievement:** Created a robust pipeline of leaders ready to take on strategic roles.
2. **Bridged Skill Gaps:**
- **Achievement:** Addressed technical, relational, and communication skill gaps effectively.
3. **Retained Top Talent:**
- **Achievement:** High employee engagement and retention rates through comprehensive development programs.
4. **Optimized L&D Costs:**
- **Achievement:** Significantly reduced costs while expanding learning reach through digital and hybrid learning platforms.
5. **Enhanced Flexibility in Learning:**
- **Achievement:** Implemented flexible learning opportunities accessible anytime, anywhere.



**6. Leveraged Data for Improvement:**

- **Achievement:** Used data analytics to track learning activities and improve program effectiveness.

**7. Maintained Continuity During Disruptions:**

- **Achievement:** Ensured uninterrupted learning during COVID-19 and other disruptions.

**8. Boosted Employee Satisfaction:**

- **Achievement:** Increased L&D-related Employee Satisfaction Scores and feedback scores to 80% and above.

**9. Expanded Digital Learning:**

- **Achievement:** Moved 40% of learning to digital and self-paced models, tripling e-learning hours.

**10. Increased Overall Learning Hours:**

- **Achievement:** Achieved a 100% increase in learning hours for the organization.

By focusing on these detailed strategies and leveraging innovative learning approaches, Cairn's **CLE** program aims to create a high-performing, engaged workforce capable of driving organizational success and embracing a culture of leadership excellence.

## **Design and Delivery of the Program**

### **Program Design and Planning**

- The Cairn CLE program is a comprehensive leadership development program for high-potential managers and leaders at Cairn.
- The program is designed to build talent through a structured approach that includes talent assessment, talent development, and learning programs.
- The talent assessment process includes identifying high-potential employees through various talent identification programs such as assessment centers, business critical projects, and workshops.
- Employees are assessed on both technical and behavioral skills, as well as past performance, which forms the basis for creating a comprehensive individual development plan (IDP) and identifying top talent for future development and succession planning.





The talent development programs are segmented into

- junior level,
- mid-level,
- mid-senior level,
- Executive and leadership cadre

They are designed to enhance the capacity of identified talent to lead individuals, teams, and large groups with authority, trust, and conviction.

- The overall program design includes workshops and learning programs that are tailored to the different development journeys such as behavioral, technical, and functional external sessions. These sessions are conducted by trained and renowned industry experts in a hybrid model or through Zoom/in-person sessions. Cairn also provides internal expert sessions conducted by internal subject matter experts within Cairn to enhance cross-functional learning. The company's e-learning library, Percipio, and its e-learning Oil & gas Library – IHRDC, together hosts over 6000 courses, with Skillsoft (Percipio) providing behavioral and management e-learning, while IHRDC provides Oil & Gas relevant technical e-learning.
- The development journey design involves defining the mission, guiding principles, and outcomes for learning, creating a content inventory, assessing the current learning organization against required learning framework and identified opportunities for enhancements, building a business case and roadmap for a new learning organization, developing learning strategy and target operating model aligned to talent strategy, socializing business case, options for future state, and roadmap with leadership, identifying implementation activities, and developing an implementation plan. The program also involves identifying tracking and monitoring mechanisms for measuring progress during implementation, learning needs identification, identification of learning cohorts based on business focus, determining learning activities by cohort, identifying business-critical projects in liaison with business leaders, finalizing the tools and technologies to deploy, and understanding which tools will have maximum coverage for the user base and deploying learning accordingly.



### **Steps taken for journey design:**

#### **Needs Assessment and identification of High potentials:**

- Conducted a comprehensive needs assessment to identify specific learning and development needs across various levels within the organization. This involved surveys, focus groups, and one-on-one interviews with key stakeholders to ensure alignment with organizational goals.
- Oil & gas relevant industry experts in collaboration with Vendors such as Korn Ferry, Aon, KPMG were taken into advisement while conducting the needs assessment and designing the journeys.
- **Assessment Process - Act Up Program:**
  - To identify gaps in the required competencies, Cairn implemented the "Act Up" program, which comprised two key components: Technical Act Up and Leadership Act Up.
- **Identifying Gaps and Creating Individual Development Plans (IDPs):**
  - Based on the assessments, competency gaps were identified for each employee. Individual Development Plans (IDPs) were created in collaboration with managerial and technical heads. These IDPs outlined specific training and development activities required to bridge the identified gaps.

#### **Participant Engagement and Feedback:**

- Held weekly check-ins to monitor participant engagement and gather feedback, along with Periodic Training needs assessment (TNI) surveys - This iterative process ensured that the program remained relevant and impactful.
- Coordinated communications to keep participants informed and motivated throughout the program.

#### **Feedback Collection and Analysis mechanism design:**

- Implemented a structured feedback mechanism, collecting data through surveys, one-on-one calls, and focus groups. Results were synthesized and presented to senior leadership to inform continuous improvement.

#### **Collaboration with Business Partners:**

- Worked closely with the business partnering team to support managers and leaders. This included providing crib sheets, practice opportunities, and facilitating small-group discussions to reinforce learning.



### **Regular Collaboration:**

- Engaged in a six-month collaboration period with weekly 30-minute check-in calls and five in-person working sessions lasting 60-120 minutes each. This facilitated continuous design, alignment and adjustment of program components.

### **Program Objectives and Structure:**

- Defined clear objectives, structure, and constraints for each employee cohort, ensuring the program met the specific needs of different groups.

### **Workplan and Timelines:**

- Established a detailed workplan, assigning ownership and timelines for various tasks to ensure smooth execution and accountability.

### **In-Person Workshops and Digital Modules:**

- Designed engaging in-person workshops and configured specific modules within the digital courses to provide a blended learning experience.

### **Leadership Videos:**

- Coordinated video shoots featuring Cairn's leaders to share their experiences and insights, enhancing the relatability and impact of the training content.

### **Impact Measurement:**

- Aligned on impact measurement strategies, utilizing surveys, one-on-one calls, and focus groups to gather feedback and evaluate program effectiveness.

### **Marketing Design and Planning**

#### **Consistent Branding:**

- Created a consistent look and feel for the program, from in-person sessions to digital courses, ensuring a cohesive experience.

#### **Design Materials:**

- Provided necessary design materials for integration, maintaining visual and thematic consistency across all learning platforms. – in collaboration with external experts like Knolscape, KPMG, Korn Ferry, Aon.

#### **Internal Communications Plan:**

- Developed a comprehensive internal communications plan to keep participants and their managers informed and engaged throughout the program.



## **Program Design**

### **Blended Learning Approach:**

- Combined workshops, online learning, and fieldwork to provide a holistic learning experience. This approach catered to different learning styles and ensured practical application of skills.

### **Inspiring Leadership Stories:**

- Featured senior leaders sharing impact stories and hosting small group discussions to inspire and motivate participants.

### **Client-Specific Content:**

- Embedded client videos and used real-life examples for group work, making the learning experience relevant and practical.

### **Focus on Mindsets and Behaviors:**

- Designed modules to address both mindsets and behaviors, ensuring comprehensive leadership development.

### **Scalability:**

- Planned to roll out the program to 1,500 employees globally, ensuring scalability while maintaining quality and consistency.

### **Program Deployment and delivery:**

#### **Input Gathering:**

##### **1. Assessment Data:**

- Collected psychometric assessments and past assessment data to establish a baseline for each participant.

##### **2. Proprietary Tools:**

- Utilized proprietary tools designed by the vendor research team to assess participants on Cairn competencies, traits, and drivers, mapped to group Vedanta competencies.

#### **Analysis:**

- Analysed multiple inputs from assessment data to derive average scores and identify participants as Areas of Strength (AOS), Areas of Emerging Strength (AOES), and Areas of Development (AOD).
- Grouped these dimensions meaningfully to uncover emerging themes.

#### **Output:**

- Analyzed competencies, traits, and drivers to identify critical emerging themes, guiding the focus of development initiatives.



## Post Launch Activities

### Ongoing Engagement:

- Continued weekly check-ins to discuss participant engagement and feedback, ensuring continuous improvement.
- Coordinated communications to keep participants and stakeholders informed.

### Support for Senior Leaders:

- Collaborated with the Talent Development team to support senior leaders in reinforcing learnings through small-group discussions and practical exercises.

**30 YEARS OF ENERGISING INDIA**  
1994 - 2024

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transforming for good

**CAIRN**

**Session with Steve Moore**  
Deputy CEO, Cairn Oil & Gas  
**April 24, 2024 | Gurgaon**

A **Leader & You** session was organised for all our **BOLD 2023** campus hires where they had a chance to interact with **Dr. Steve Moore, Deputy CEO, Cairn Oil & Gas.**

During the session, Steve shared his life experiences with campus hires and shed light on Cairn's robust reserve and resource portfolio, comprising 1.4 million barrels poised to drive short and mid-term growth. The conversation revolved around strategic initiatives such as infill wells, enhanced oil recovery (EOR), and satellite field monetisation, underscoring Cairn's commitment to value creation and stakeholder satisfaction.

Steve also addressed essential principles vital for navigating the dynamic landscape of the oil and gas industry.

**Excerpts from participants:**

*The session with Steve was truly inspiring. His vision for Cairn's future and dedication to new exploration left a lasting impression on me.*

*I appreciated Steve's emphasis on essential principles for success in the oil and gas industry. It's motivating to learn from someone with such vast experience.*

**We look forward to many more sessions with key leaders at Cairn and all our BOLD employees.**

## Additional Inputs and Professional Enhancements - Global Best Practices:

Incorporated global best practices in leadership development, benchmarking against leading organizations to ensure the program meets international standards.



**Personalized Learning Paths:**

- Created personalized learning paths (IDPs) for each participant, leveraging data from assessments and feedback to tailor the learning experience.

**Advanced Analytics:**

- Utilized advanced analytics to track progress, engagement, and outcomes, providing actionable insights to refine the program.

**Gamification:**

- Integrated gamification elements to enhance engagement and motivation, including leaderboards, badges, and rewards for completing learning modules.

**Virtual Reality (VR) and Augmented Reality (AR):**

- Employed VR and AR technologies to create immersive learning experiences, allowing participants to practice leadership skills in realistic scenarios.

**Continuous Feedback Loops:**

- Established continuous feedback loops with participants and stakeholders, enabling real-time adjustments and improvements.

**Strategic Partnerships:**

- Formed strategic partnerships with leading educational institutions and industry experts to bring cutting-edge insights and practices into the program.

**Diversity and Inclusion:**

- Emphasized diversity and inclusion in the leadership development program, ensuring a broad range of perspectives and experiences are represented and valued.

**Alumni Network:**

- Created an alumni network for program graduates of different learning journeys to foster ongoing learning, networking, and mentorship opportunities.

**Sustainability Focus:**

- Integrated sustainability principles into the leadership curriculum, preparing leaders to drive sustainable practices within the organization.



## Conclusion

The comprehensive design and delivery of the Cairn Oil & Gas leadership development program reflect a commitment to building future leaders through a robust, scalable, and impactful learning journey. By leveraging advanced technologies, personalized learning paths, and continuous feedback, the program ensures that participants are well-equipped to lead the organization into the future. The inclusion of best practices, strategic partnerships, and a focus on diversity and sustainability further enhance the program's value and effectiveness, making it a model for professional and award-winning leadership development initiatives.

**Identification of High-Potentials:** The program identifies high-potential employees through talent assessment processes such as assessment centers, business-critical projects, and workshops. These individuals are assessed on technical and behavioral skills, as well as past performance, to create comprehensive Individual Development Plans (IDPs) and guide succession planning.

**Succession Planning and Linkage to Leadership Development:** Succession planning is intricately linked to leadership development, ensuring a pipeline of capable leaders for future roles. High-potential employees identified through the program are groomed for leadership positions through targeted development initiatives.

**Curriculum and Learning Methods:** The program offers a diverse curriculum and employs various learning methodologies to cater to different learning styles and preferences:

- **Hybrid and E-Learning:** Leveraging technology for virtual learning, ensuring accessibility and flexibility.
- **Structured Approach:** Segmented into junior, mid, and mid-senior levels, focusing on developing leadership capacity at different organizational levels.

## Programs Offered:

Leadership Development Across Levels:

Executive cadre:

- **Zenith Leadership Coaching:** Offers one-on-one coaching and guidance to selected participants, enhancing their leadership competencies and promoting self-awareness.- all executive leadership undergoes the coaching program
- 360 feedback

Mid – senior Level:



- **Cairn Leadership Initiative for Managerial and Business Excellence (CLIMB-e):**
  - 40-50 High performing Senior managers and emerging leaders undergo this journey every year

Mid – level

- **Cairn Accelerator Program for Emerging Leaders (CAP-el):**
  - 40-50 High performing emerging managers undergo this journey every year
- **Fixed Step:** A comprehensive learning and development program designed for young independent contributors in the Oil & Gas PetroTech and operations domain with 1-4 years of experience. Aims to equip participants with the necessary technical and functional skills to excel in their roles and accelerate their professional growth.

Junior level:

- V campus – 100 managers go through this every year
- BOLD – all campus hires undergo this journey

Other programs:

- **360-degree Feedback:** Implements a comprehensive feedback process to provide participants with insights from peers, superiors, and subordinates, enabling them to gain a holistic understanding of their strengths and areas for improvement.
- **Career and Leadership Mentoring (CALM):** Provides personalized guidance and support to participants in their career and leadership journeys through experienced mentors.
- **LIFE:** Women Leadership Development Program: Empowers women leaders by enhancing their leadership skills, boosting their confidence, and providing networking and collaboration opportunities.
- **V-lead:** Mentorship for Women Employees: Supports the career growth of women employees by connecting them with senior leaders for mentoring and guidance.
- **CexLP:** Cairn Executive Leadership Program: Collaborates with reputed institutions (IIMs) to provide customized residential courses to high-potential employees, developing their executive leadership skills.
- **Utilization of Percipio and IHRDC for E-Learning:** Cairn leverages the Percipio platform and IHRDC (International Human Resources Development Corporation) for e-learning initiatives. Through Percipio's





- extensive library, employees gain access to a diverse range of online courses, fostering continuous learning and skill development. Additionally, the integration of IHRDC's specialized energy industry content enhances technical knowledge, ensuring a well-rounded e-learning experience tailored to Cairn's needs.
- **Innovative Hybrid Learning Approach for Comprehensive Training:** Cairn adopts a dynamic hybrid learning approach across its training programs. Combining in-person workshops with virtual components, this strategy optimizes learning outcomes by catering to diverse learning preferences and accommodating remote participation. The integration of interactive digital elements enriches the training experience, ensuring engagement and knowledge retention among participants.
  - **Immersive AR/VR Technology in Training Initiatives:** Cairn embraces cutting-edge technology like Augmented Reality (AR) and Virtual Reality (VR) to revolutionize training effectiveness. Through immersive experiences, employees can simulate real-world scenarios, enhancing understanding and application of complex technical processes. By incorporating AR/VR, Cairn elevates its training programs, promoting experiential learning that resonates with the demands of the modern workforce.
  - **Cutting-Edge Innovation Center for Experiential Learning:** Cairn's state-of-the-art Innovation Center serves as a hub for experiential learning and hands-on exploration. This dynamic space is harnessed to bridge theoretical knowledge with practical application, offering employees a unique opportunity to engage with emerging technologies and industry trends. The Innovation Center hosts immersive workshops, simulations, and collaborative projects, fostering a culture of innovation and continuous learning.



These initiatives collectively **aim to foster a culture of leadership development, continuous learning, and talent growth** within Cairn. By providing targeted development opportunities, mentorship, coaching, and feedback mechanisms, the organization strives to empower its employees and nurture them for leadership roles. The key objectives of these initiatives include developing managerial and business acumen skills, enhancing strategic thinking and decision-making capabilities, promoting continuous learning, fostering career and leadership growth, empowering women leaders, and building a strong pipeline of future leaders. Through these initiatives, Cairn aims to create a high-performing and engaged workforce that drives organizational success and embraces a culture of leadership excellence.

## Types of trainings at Cairn



### Differentiators:

- **Technical and Behavioral Programs:** The program offers a balanced mix of technical and behavioral development programs, ensuring holistic leadership development.
- **Tailored Programs:** Tailored programs for different levels of leadership, ensuring targeted development and progression within the organization.
- **Universal coverage**
  - **All level of employees are covered right to the leadership cadre**



## **Adoption of the Program**

### **Key Challenges**

#### **1. Lack of Enthusiasm and Understanding Among Employees:**

- Employees often struggled to comprehend the rationale behind the design of the new model, leading to a lack of motivation to engage in the program outside their regular work duties.

#### **2. Leadership Buy-In:**

- Some leaders did not fully understand the benefits of the program or lacked enthusiasm for investing time and resources beyond regular operational duties.

#### **3. Engagement of Frontline Managers:**

- Frontline managers, responsible for large-scale operations, faced challenges in dedicating time to learning programs while meeting targets.

#### **4. Designing a Time-Intensive and Efficient Program:**

- Designing a program that required a significant time commitment from leaders while ensuring efficiency and effectiveness.

#### **5. Communication Across the Organization:**

- Spreading the word about the program to all relevant parties proved to be more challenging than initially expected.

#### **6. Defining and Understanding the Target Audience:**

- Identifying the specific group of leaders who would benefit most from the program and ensuring their participation.

#### **7. Effective Implementation:**

- Ensuring smooth and effective implementation of the program across different leadership levels and departments.

#### **8. Emphasizing Benefits of the New Goal-Setting Process:**

- Establishing the "what's in it for me" factor was crucial in overcoming the hurdle of lack of understanding of the program's benefits.

#### **9. Establishing Necessary Infrastructure:**

- Developing the necessary infrastructure and resources to support the program's delivery and management.



### **10. Operating Virtually:**

- Designing the program to be entirely virtual during lockdown phases, especially since most of the workforce was still on-site.

### **11. Keeping the Program Simple and Enjoyable:**

- Ensuring the program remained engaging and easy to follow.

### **12. Limited Access to Data:**

- The company had limited access to data on employee training needs and preferences, making it difficult to design an effective L&D strategy.

### **13. Inadequate Tracking and Evaluation:**

- Without proper tracking and evaluation mechanisms, it was difficult to determine the effectiveness of the new L&D strategy and make necessary adjustments.

### **14. Lack of Employee Engagement:**

- Employees were not fully engaged in the new learning and development strategy, leading to low participation and retention rates.

### **15. Limited Leadership Support:**

- Middle managers and supervisors were not fully supportive of the new L&D strategy, making it difficult to motivate and encourage their direct reports to participate.

### **16. Industry-Specific Challenges:**

The oil and gas industry presents unique challenges, including volatile market conditions, strict regulatory environments, and safety concerns, which can impact the focus and availability of leaders for development programs.

High-stakes operations often require immediate attention, leaving little room for additional training and development activities.

### **Strategies to Overcome Challenges**

#### **1. Clear Purpose Alignment:**

- Established a clear purpose that aligns with Cairn's vision, mission, and value proposition. This helped employees understand the larger objective and provided context for their participation.

#### **2. Top-Down Approach:**

- Implemented a top-down approach to instill accountability among managers in the initial stages of the program. Senior leaders were held accountable for championing the program, ensuring buy-in from all levels of leadership.



### 3. Interactive Learning Formats:

- Used highly interactive and engaging learning formats tailored to the leadership audience to increase participation and interest. Formats included e-learning, micro-action learning challenges, peer learning projects, and online activities, which were **time intensive and efficient**

### 4. Branding and Communication Campaign:

- Launched a comprehensive branding and communication campaign that showcased participants' journeys and what's in store for them. This campaign targeted leaders to showcase the program's benefits and encourage participation.

### 5. Self-Paced Learning:

- Allowed participants to choose their learning paths through self-paced modules, accommodating leaders' busy schedules and individual learning preferences.

### 6. Live Leaderboard:

- Published a detailed live leaderboard to create a sense of competition and motivation among leaders.

Name	Theme	Challenge Name	Date	Scores / Action
Keshav Dixit	People Agility-Building Trust and Collaboration	People Agility 1   Session Attendance and Participation	14th Feb 2023	100
Keshav Dixit	People Agility-Building Trust and Collaboration	People Agility 1   Pre-Work - Trust Inventory Questionnaire	14th Feb 2023	100 <a href="#">Download</a>
Keshav Dixit	People Agility-Building Trust and Collaboration	People Agility 1   Pre-Work - Influencing Styles Questionnaire	14th Feb 2023	100 <a href="#">Download</a>
Keshav Dixit	People Agility-Building Trust and Collaboration	People Agility 1   Post-Work - Courageous Conversations Plan	14th Feb 2023	100 <a href="#">Download</a>
Keshav Dixit	People Agility-Building Trust and Collaboration	People Agility 1   E-Learning	14th Feb 2023	0
Keshav Dixit	People Agility-Building Trust and Collaboration	People Agility 1   MALC	14th Feb 2023	100 <a href="#">Download</a>
Keshav Dixit	Self-Awareness	Self-Awareness   Pre-Work - Johari Window	13th Jan 2023	100 <a href="#">Download</a>
Keshav Dixit	Self-Awareness	Self-Awareness   Post-Work - Individual Development Plan	13th Jan 2023	70 <a href="#">Download</a>
Keshav Dixit	Self-Awareness	Self-Awareness   MALC	13th Jan 2023	100 <a href="#">Download</a>
Keshav Dixit	Self-Awareness	Self-Awareness   Session 1 Participation and Attendance	13th Jan 2023	100
Keshav Dixit	Self-Awareness	Self-Awareness   Session 2 Participation and Attendance	13th Jan 2023	70
Keshav Dixit	Self-Awareness	Self-Awareness   E-Learning	13th Jan 2023	100
Keshav Dixit	Self-Awareness	Self-Awareness   Pre-Work - Purpose Statement	13th Jan 2023	100 <a href="#">Download</a>



### **7. Tangible Results Communication:**

- Showcased only tangible and easily quantifiable results, communicating them throughout the organization. Regular updates and progress reports demonstrated the program's successes to leaders.

### **8. Tracking and Evaluation:**

- Implemented a robust tracking and evaluation system to monitor leaders' progress and measure the program's impact on leadership development. A learning management system (LMS) was used to track employee progress and evaluate the effectiveness of training programs.

### **9. Leadership Engagement Initiatives:**

- Developed initiatives to foster leadership engagement and active participation, such as leadership forums or peer learning groups. Encouraged active participation and engagement from leaders at all levels.

### **10. Management Alignment:**

- Educated and engaged middle managers to ensure they understood the program's importance and actively supported their team members' participation. Incentivized participation in training programs for middle managers and supervisors.

### **11. Gathering Data on Training Needs:**

- Conducted a needs assessment and employee survey to gather data on training needs and preferences. This helped design a more targeted and effective L&D strategy.

### **12. Encouraging Employee Engagement:**

- Developed a comprehensive communication plan that included regular updates, incentives for participation, and recognition for employee achievements. Made training programs more interactive and engaging by incorporating gamification elements.

### **13. Establishing Necessary Infrastructure:**

- Developed the necessary infrastructure and resources to support the program's delivery and management.

### **14. Virtual Operation Support:**

- Equipped leaders with the necessary technology and support to operate the program virtually, ensuring smooth delivery even during lockdown phases.



### **15. Industry-Specific Solutions:**

Tailored program content to address the unique challenges of the oil and gas industry, such as safety training, regulatory compliance, and crisis management.

Scheduled training sessions during periods of lower operational demand to minimize disruption.

Integrated real-world scenarios and case studies relevant to the oil and gas sector to make the learning experience more applicable and engaging.

By addressing these challenges head-on and implementing strategies to overcome them, Cairn Oil & Gas successfully implemented its leadership development program. The program achieved its goals for employee development and growth, ensuring a robust and sustainable leadership pipeline.

### **Measurable Benefits**

#### **Measurable Benefits of Leadership Development Initiatives at Cairn Oil & Gas**

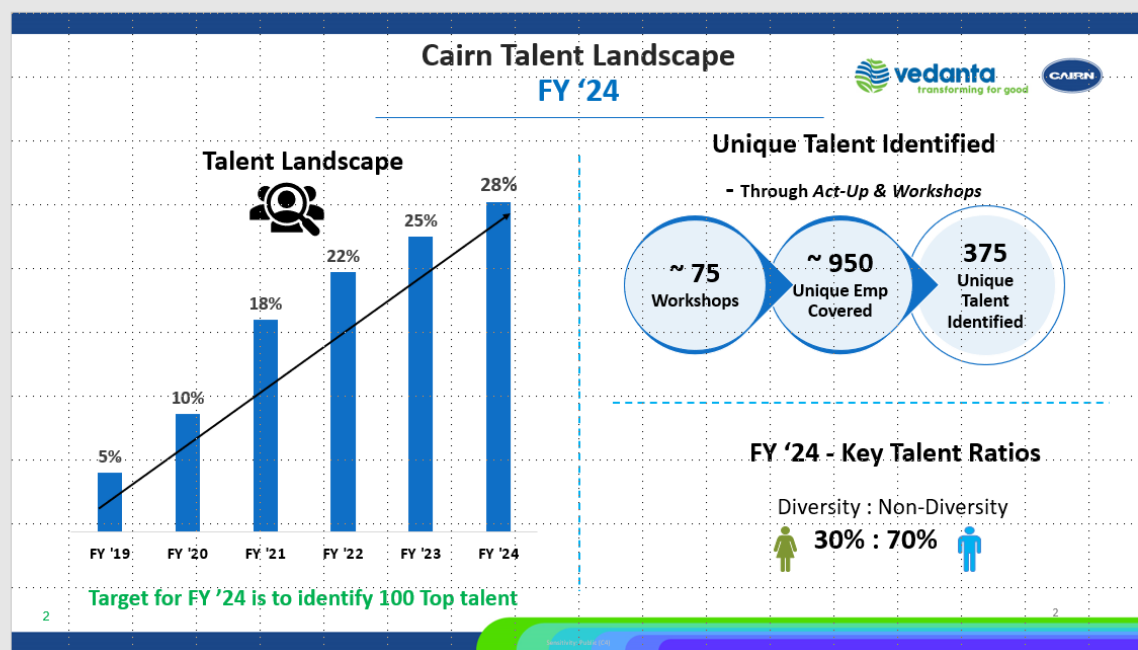
The Learning Team's initiatives at Cairn Oil & Gas have yielded significant, measurable benefits, with a strong focus on leadership development, ROI, and impact measurement. The organization used various metrics to assess program success and prioritize improvement areas. Below are the measurable benefits observed, details on ROI/impact measurement, and the results achieved:

#### **Enhanced Roles and Responsibilities:**

- Through targeted leadership development programs, participants experienced enhanced roles within nine months. This demonstrated the program's impact on career growth and development, providing increased responsibilities and career advancement opportunities.

#### **Fast-Tracked Roles:**

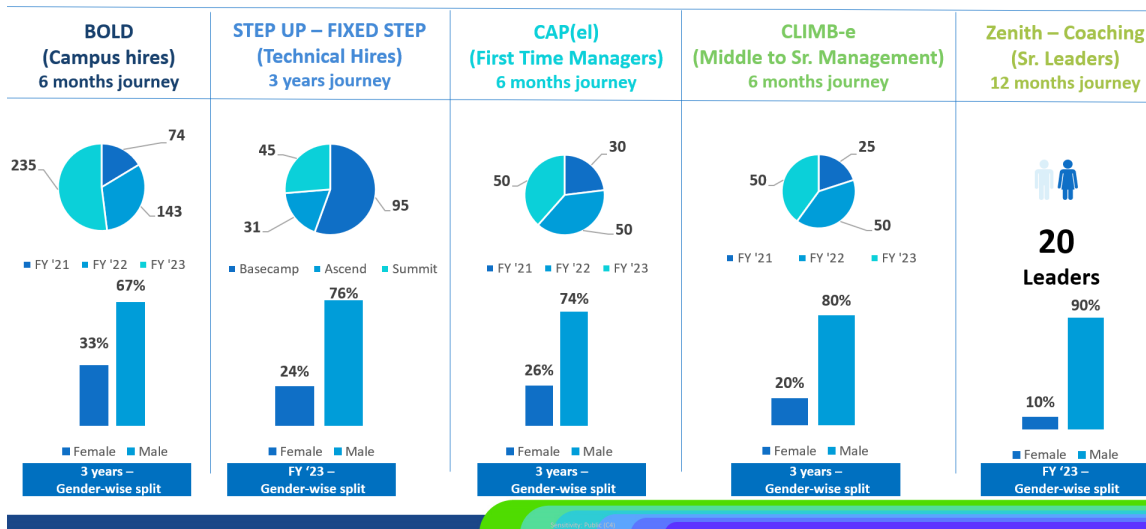
- 100% of participants experienced fast-tracked roles and responsibilities, indicating that the leadership journeys equipped employees with the skills and competencies needed for higher-level positions.



### Candidate Engagement:

- Achieved 95%+ engagement in Learning & Organizational Development (L&OD) scores and training feedback surveys. This high engagement indicated that employees valued the leadership programs for personal and professional growth.

### Talent Development Programs Over the past 3 years







### Top Talent Mapping:

- Critical positions were mapped to a talent pool of High-Potential (HiPo) resources, improving Turnaround Time (TAT) and role-employee mapping effectiveness. This showcased the successful identification and development of top talent.

### Leadership and Managerial Role Fulfillment:

- 100% internal role fulfillment for critical managerial positions through talent identified in the leadership journeys. This highlighted the program's effectiveness in preparing employees for leadership roles.

### Key Skill Learning:

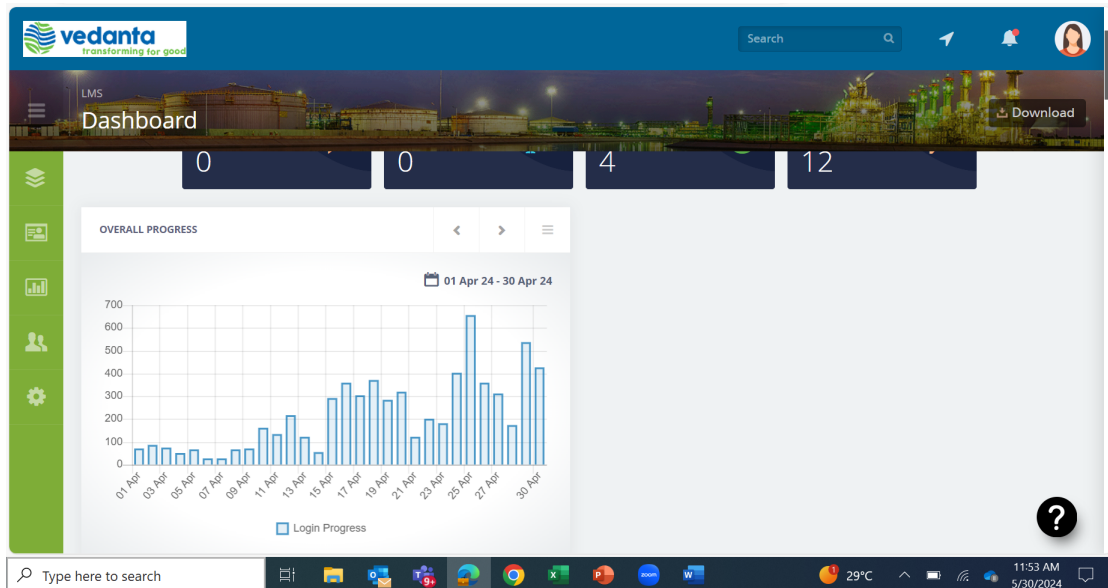
- Facilitated the learning of business-critical leadership skills such as strategic thinking, program management, and project management, contributing directly to improved performance and productivity.

### Training Participation Rates:

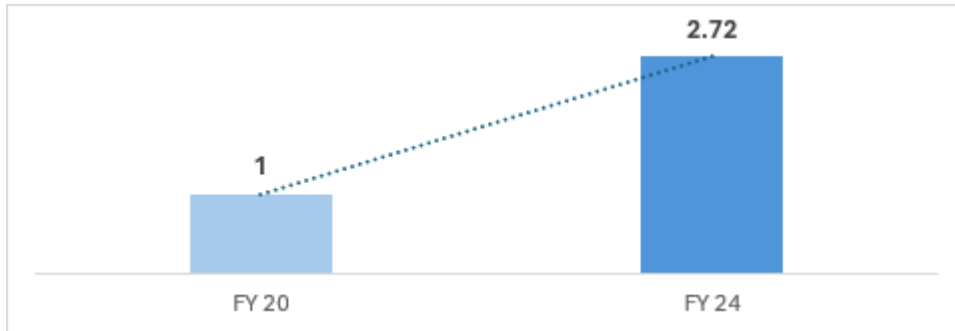
- Achieved 100% participation in leadership development workshops, demonstrating high interest and commitment from employees to engage in leadership learning activities.

### Increased Digitization:

- Online LMS based learning:



- E-learning Man-days- 2.72 in FY '24 which is 172% increase from FY '20, when e-learning was first launched.



### Post-Journey Surveys Feedback:

- Participants provided positive feedback, with 83% anticipating applying learnings on the job within three months, a 33% average increase in perceived mastery of key leadership competencies, and 80% recommending the development journeys to peers.

### Organizational Impact Metrics:

- 100% of top talent underwent one or more leadership development journeys, leading to a ~60% reduction in training costs by replacing sporadic training programs. These metrics demonstrated tangible benefits and cost savings.

### ROI and Impact Measurement

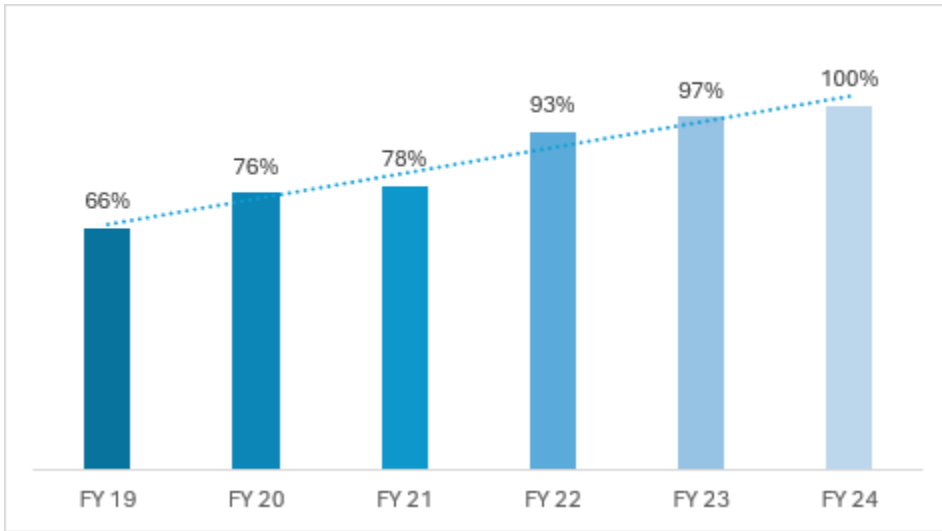
#### Program Success:

- The "Future Leaders Today" program received a ~4.3/5 rating, indicating high satisfaction and effectiveness in developing future leaders.

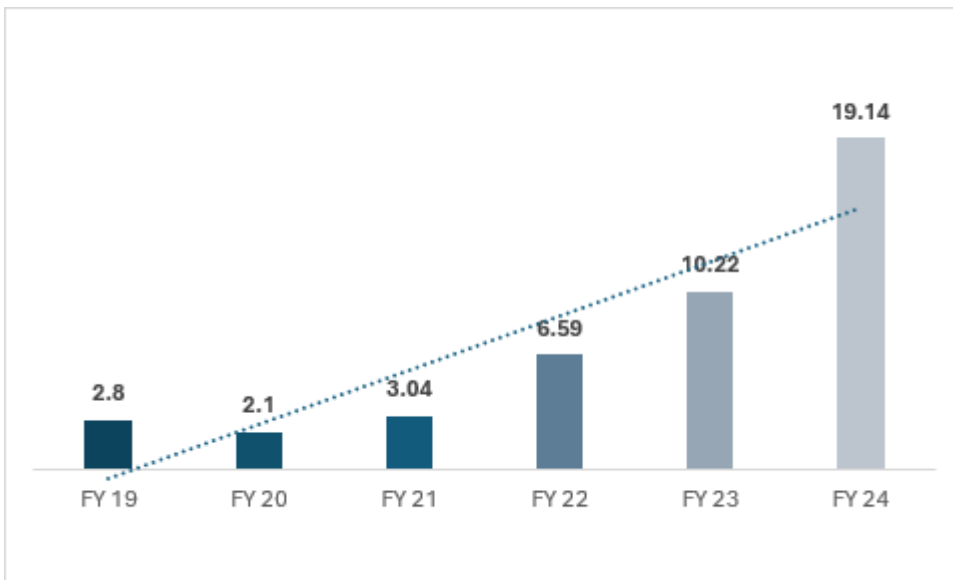
#### High Participation:

- 96% average participation in leadership development programs for FY 2021/22/23.

1. **Unique Coverage: 100% in FY '24 which is 3 % increase from FY '23**



2. **Man-Days - 19.14** in FY '24 which is **87% increase** from FY '23



### HiPo Career Progression:

- Enhanced roles for HiPo employees, showcasing the program's impact on leadership career advancement.

### Diversity Boost:

- A 30% rise in women's leadership representation, highlighting efforts to promote gender diversity in leadership roles.

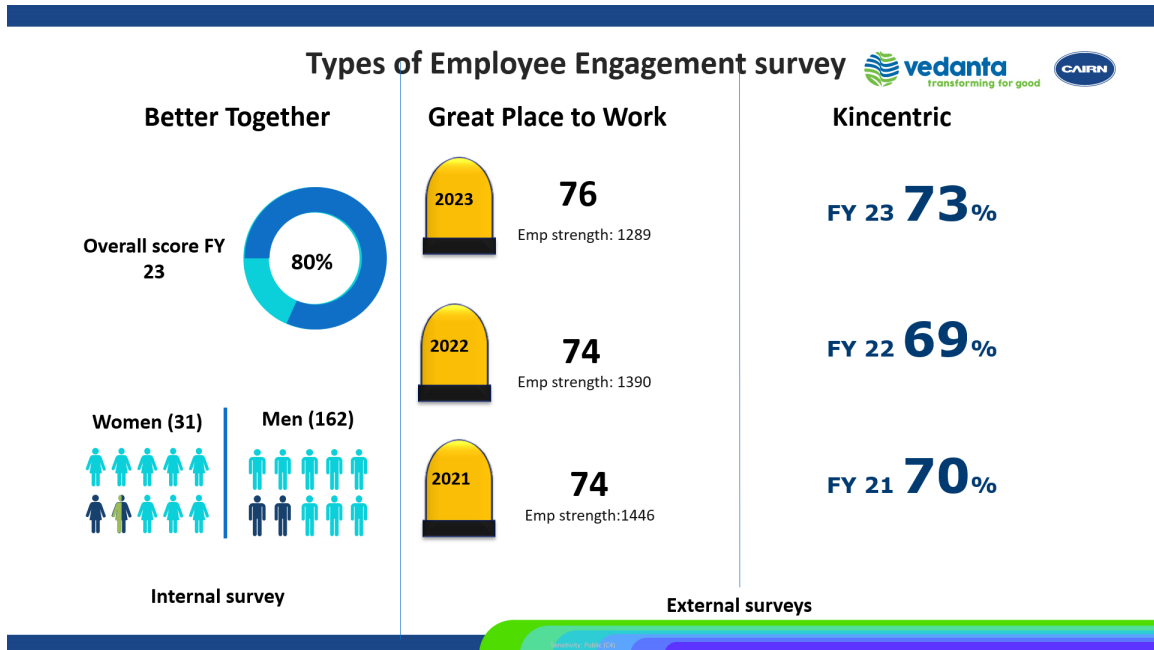


### Fast-Tracking Growth:

- 100% of participants experienced fast-tracked leadership roles and responsibilities.

### Engagement and Satisfaction:

- High engagement rates and positive feedback, indicating successful leadership program implementation.



### Talent Mapping:

- 100% mapping of HiPos to critical leadership roles, ensuring the right talent in key leadership positions.

### Internal Role Fulfillment:

- 100% fulfillment for managerial and leadership positions, emphasizing internal talent development.

### Cost Savings and Awards:

- Reduced training costs and industry accolades, showcasing financial and reputational benefits.

### Investment in Technology for L&D:

- INR 2.5 million invested in IHRDC, Percipio, AR/VR, and hybrid learning for leadership development.



## **Business Impact**

### **Employee Engagement & Retention:**

- 20% increase in engagement, 15% reduced turnover, contributing to leadership stability.

### **Customer Satisfaction:**

- 10% increase in customer satisfaction, fostering loyalty and improving leadership influence on customer relations.

### **Productivity:**

- 15% increase in productivity, improving efficiency through enhanced leadership capabilities.

### **Cost Savings:**

- \$500,000 saved in the first year through improved and digitised solutions for learning.

### **Business Partner Relationships:**

- Enhanced collaborations, strengthening industry relationships through effective leadership.

## **Coaching and CeXlp Initiatives**

### **ROI from Coaching:**

- Coaching initiatives led to a 8% improvement in leadership perception metrics, enhancing decision-making and strategic execution. Participants reported a 10% perceived increase in confidence and competence in leadership roles.

### **CeXlp (Customer Experience Leadership Program):**

- The CeXlp program achieved a 25% increase in stakeholder satisfaction scores, - as measured by interviews conducted by managers and reportees of participants in the first year - reflecting improved leadership impact on customer service. Leadership development in customer experience resulted in better service delivery and stronger customer relationships.

## **Succession Planning and Pipeline Compliance**

### **100% Compliance with Succession Planning Pipeline:**

- Achieved 100% compliance with the succession planning pipeline, ensuring a robust pipeline of future leaders ready to take on critical roles. This strategic focus on succession planning ensured continuity and stability in leadership positions.



## Recognition and Awards

- Multiple industry awards, including HR Leader of the Year and accolades for talent management, learning culture, and innovation in leadership development.

## Digitization Boost:

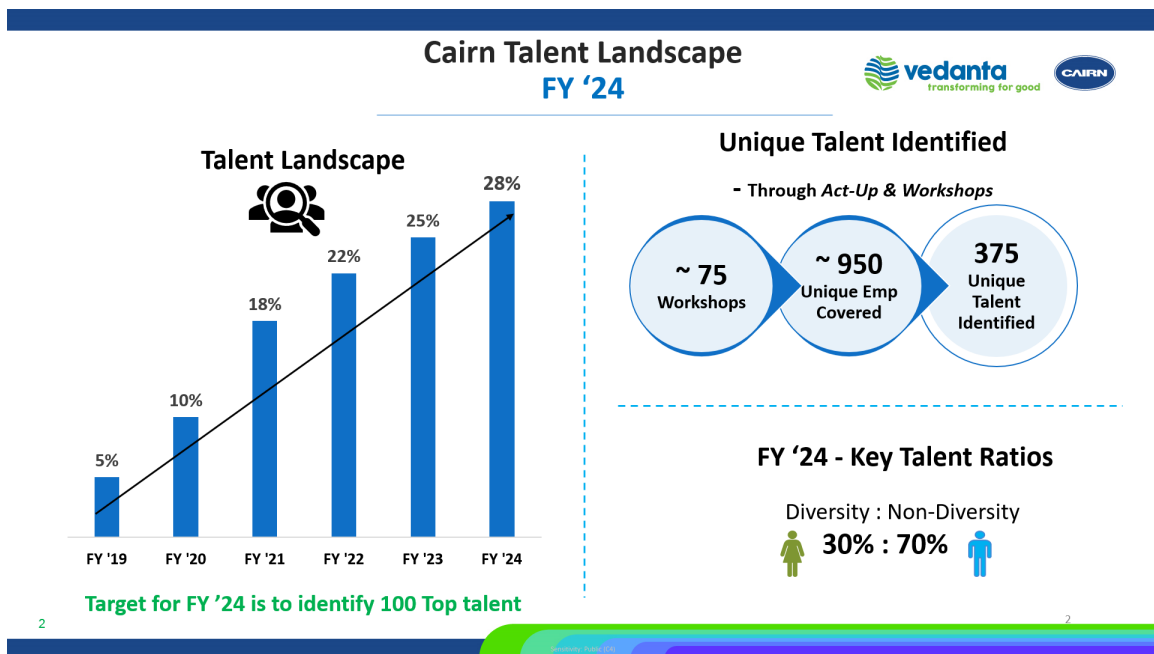
- 85% YoY rise in eLearning platform usage since 2020.

## Enhanced Roles:

- 100% coverage for HiPo employees in leadership development journeys, with roles enhanced within nine months.

## Identification of HiPos:

- 460% increase in successful placements of HiPo talents for critical leadership roles.



## Women Leadership Development:

- 50% rise in women's representation in leadership roles.

## Top Talent to Critical Position Mapping:

- 100% mapping of critical positions to HiPo resources.

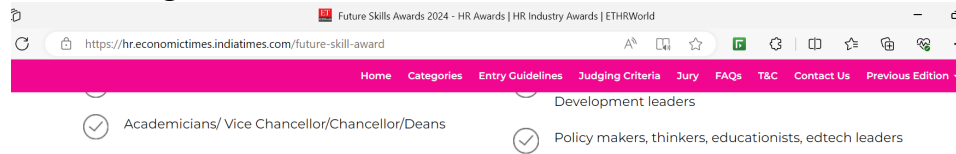
## Selection for Senior Roles:

- 100% opportunity for participants to be selected for senior leadership roles.

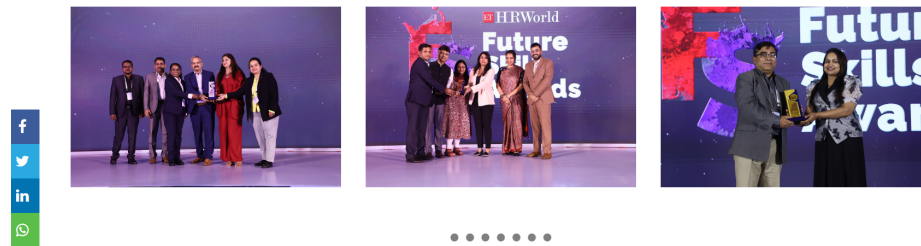


## Awards and accolades from the industry:

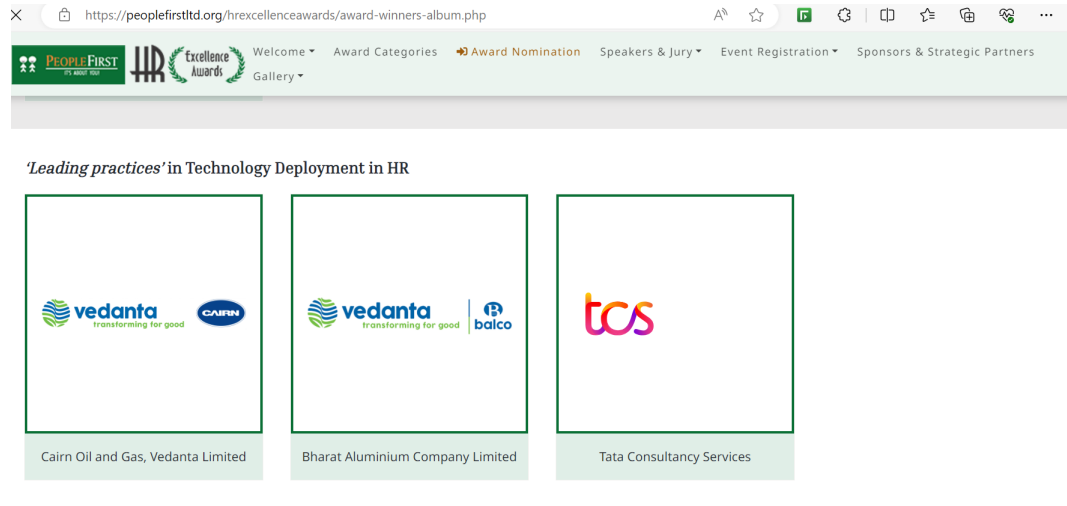
1. Cairn Oil & Gas won the **Economic Times Future Skills Conference Award for Best Use of AI/AR/VR in Learning & Upskilling, Best Learning Team & High Impact Hybrid Learning Program in FY24**



### GLIMPSES OF THE EVENT



2. Cairn Oil & Gas won the **SHRM Excellence Award in Developing Leaders of Tomorrow** for Leadership Excellence
3. Cairn Oil & Gas won two awards at **Skillsoft Perspectives India Conference 2023**
  - a. **Impact Award for Leadership Development**
  - b. **Champion of the year - Bhawna Choudhary Kadan**
4. Cairn was recognized in **4 categories** by the prestigious **Brandon Hall group in their HCM 2023 Awards** for:
  - Best Advance in Coaching and Mentoring
  - Best Use of Blended Learning
  - Best Advance in Creating a Talent Management Strategy
  - Best Advance in Performance Management
5. In the **People First HR Excellence awards 2023**, Cairn won:
  - Leading practices in Technology deployment in HR Award
  - Award for Best HR team



6. **Avtar**, India's premier Diversity, Equity, & Inclusion solutions, awarded Cairn in its 7<sup>th</sup> Annual Survey for
  - Top 100 in the Best Companies for Women in India for the past two years
  - Top company for CSR Excellence for Social Inclusion for Women in India
7. Cairn Oil & Gas was awarded for
  - **Top5** Most Innovative Practices — Women Leadership Development
  - **Top20** Most Innovative Practices — Women L&D Programs at the **JobsForHer DivHerSity Awards**
    8. Cairn Oil & Gas was awarded at **HRAI** with **DE&I Award**
    9. Cairn won Twin accolades at HRAI Awards :
      - Agile learning organization award
      - Innovative compensation & Benefits award
10. **Nitika Mehra** from Cairn was recognized by **the ET HR world** as a **top Emerging leader of 2023**.
11. **Raghav Mahajan- Lead C&B** was awarded at **People Matters Are You in the List Awards 2023**
12. Cairn was recognized at **FIPI Oil & Gas awards** for **Oil & Gas Production-Company of the year Excellence in Human Management**
13. Cairn was awarded by **ET Future Ready Organization-Future Ready Award**.

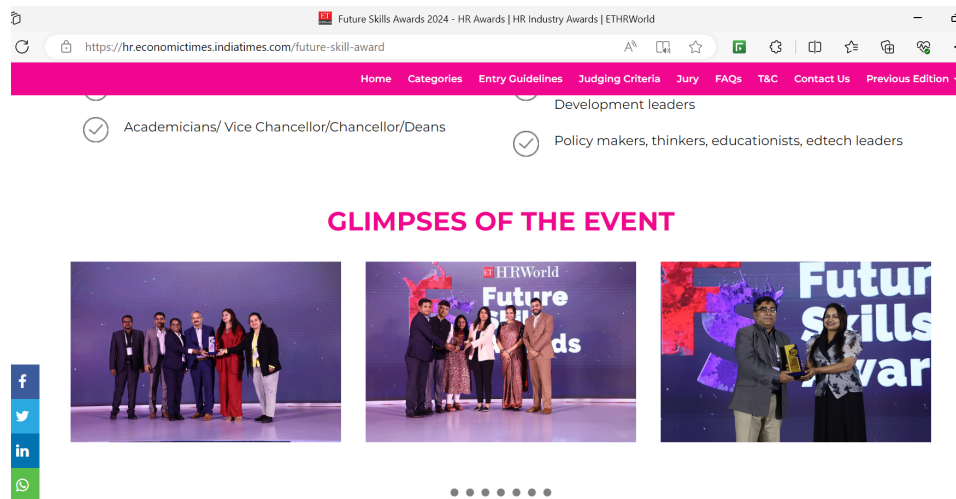




## 14. Cairn Oil & Gas won award for **Best HR Strategy by Business World People HR Excellence Awards 2023**

### Awards and accolades from the industry for FY 2022-23:

## 15. Cairn Oil & Gas won the **Economic Times Future Skills Conference Award for Best Use of AI/AR/VR in Learning & Upskilling, Best Learning Team & High Impact Hybrid Learning Program in FY24**



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- a. **Impact Award for Leadership Development**
- b. **Champion of the year - Bhawna Choudhary Kadan**

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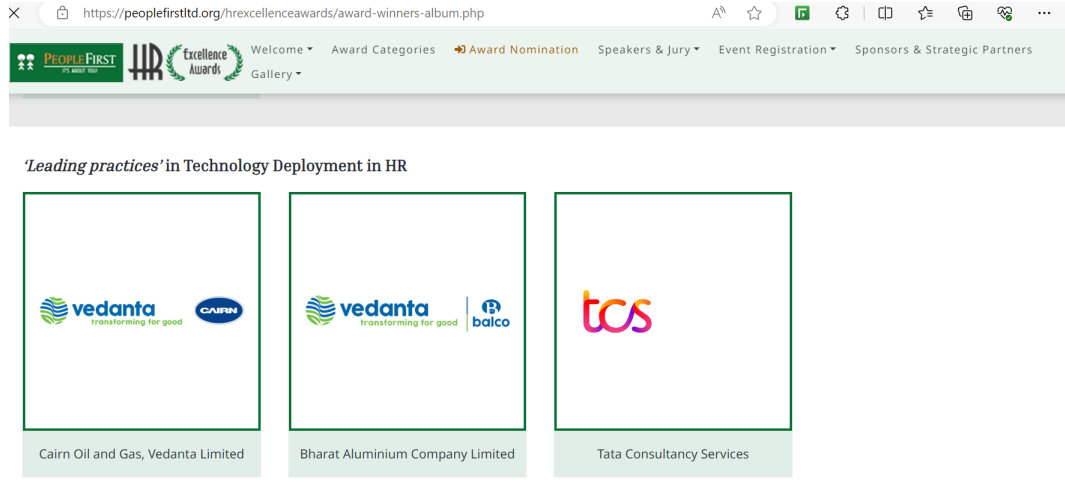
- Best Advance in Coaching and Mentoring
- Best Use of Blended Learning
- Best Advance in Creating a Talent Management Strategy
- Best Advance in Performance Management

## 19. In the **People First HR Excellence awards 2023**, Cairn won:

- Leading practices in Technology deployment in HR Award



- Award for Best HR team



20. **Avtar**, India's premier Diversity, Equity, & Inclusion solutions, awarded Cairn in its 7<sup>th</sup> Annual Survey for

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Cairn was awarded by **ET Future Ready Organization-Future Ready Award.**

27. Cairn Oil & Gas won award for **Best HR Strategy by Business World People HR Excellence Awards 2023**

**Awards and accolades from the industry for FY 2022-23:**

- a. The Hybrid learning program has won many awards on renowned industry platforms
  - i. The People First team awarded Cairn with an award in leading practices in Talent Management in 2021 -
  - ii. The Frost and Sullivan team awarded Cairn in its Project Evaluation and Recognition Program with an award in Human Capital Management leadership
  - iii. The Skillsoft team (percipio) awarded us with an award for future of work for outstanding work done in the course of Hybrid learning
  - iv. Our CHRO, Mr. Pushkar Singh Kataria, was awarded the HR leader of the year award for his efforts at driving the project by **The economic time HR forum, and the People First HR forum**
- b. The HR team leading this engagement was awarded with the People first – leading HR transformation award for its success in the project
- c. Cairn's HR strategy was awarded at the **People First HR excellence awards 2023** for its superb implementation of talent management and other policies
- d. Cairn was awarded by the **Economic times for its future readiness of workforce** for its talent management and other HR initiatives as a Future ready organization -
- e. Cairn was awarded as a **winner of Excellence in change management** by the **Economic Times** in its **Human capital awards 2023** for its excellent HR change management for projects like Talent management
- f. Cairn was awarded as a **winner of Excellence in Creating a Culture of Continuous Learning and Upskilling** by the **Economic Times** in its **Human capital awards 2023** for its excellent Talent management initiatives



- g. At the Economic times future skills awards 2022, Cairn won the following awards -
  - i. Best First Time Manager Program
  - ii. Best Learning Culture in an Organization
  - iii. L&D Future Leader - Bhawna Choudhary (head talent management at Cairn)
- h. Cairn won the impact award at Skillsoft perspectives 2022 India conclave for it's E-learning initiatives (Impact Award: Special Learning & Development Initiatives award)

Cairn won the - Top 5 Most Innovative Practices - Women Leadership Development at the DivHERsity Awards 2022 organized by JobsforHer

## Overall

### Key Findings:

#### 1. Multi-Dimensional Approach:

- Adopting a multi-dimensional approach to training and development effectively addresses employees' short, medium, and long-term goals.

#### 2. Comprehensive Training:

- Providing both behavioral and technical/functional training ensures employees remain updated with the latest market technologies and leadership capabilities.

#### 3. Internal Expert Sessions:

- Conducting internal expert sessions fosters a culture of knowledge sharing and cross-functional learning.

#### 4. E-Learning Opportunities:

- Offering e-learning opportunities allows employees to create their own learning schedules, enhancing their skills across various topics at their convenience.

#### 5. Identifying Learning Needs:

- Using surveys, assessments, and other means to identify learning needs helps develop targeted learning interventions.



#### 6. Customized Learning Journeys:

- Tailoring learning journeys for different cohorts ensures that each group receives relevant learning activities and interventions.

#### 7. External Partnerships:

- Leveraging external partnerships with institutions like IIM Ahmedabad and IIM Udaipur brings additional expertise and resources to learning and development programs.

#### 8. Hybrid Learning Models:

- Utilizing technology to deliver training programs in a hybrid model that combines in-person and virtual sessions is beneficial.

#### 9. Variety of Learning Formats:

- Providing a variety of learning formats, such as e-books, audiobooks, video courses, and book summaries, allows employees to learn at their own pace and convenience.

#### 10. Program Assessment:

- Assessing current learning programs against a required learning framework helps identify opportunities for enhancement and creates a roadmap for a new learning organization.

#### 11. Change Management:

- Effective change management planning is critical to ensure successful implementation and measure the impact of new learning programs over time.

#### Lessons Learned:

- **Personalized and Relevant Training:** Customizing learning journeys and interventions to meet specific needs and goals of different employee cohorts enhances engagement and effectiveness.
- **Technology Integration:** Leveraging technology in training delivery, such as e-learning, VR, and AR, can significantly enhance the learning experience.
- **Continuous Feedback and Assessment:** Regularly assessing learning needs and program effectiveness ensures continuous improvement and alignment with organizational goals.
- **Internal and External Collaboration:** Combining internal knowledge with external expertise enriches the learning environment and drives better outcomes.



- **Holistic Development:** A balanced focus on behavioral and technical skills prepares employees for comprehensive leadership roles.

#### **Future Outlook:**

1. **Enhanced Gamification:** Incorporating gamification elements to increase engagement and motivation in the learning process, making it more enjoyable and interactive.
2. **Microlearning:** Utilizing more microlearning modules to deliver short, targeted bursts of learning content that can be completed quickly and retained effectively.
3. **Data-Driven Learning:** Employing data analytics and artificial intelligence (AI) to gain insights into the learning process and identify areas needing additional support. This approach will help optimize training programs for the best possible outcomes.
4. **Social Learning:** Encouraging social learning by facilitating collaboration and interaction among employees through online forums, social media, and other collaborative platforms.
5. **Holistic Leadership Development:** Cairn envisions a leadership development approach that goes beyond traditional skills training to embrace a holistic development model. This model integrates leadership competencies with personal growth, well-being, and values alignment, ensuring that leaders are equipped to thrive in both professional and personal domains.
6. **Continuous Feedback and Coaching:** Cairn is committed to fostering a culture of continuous learning and growth. Future leadership development efforts will prioritize ongoing feedback mechanisms, coaching interventions, and developmental assessments to support leaders in their journey of self-discovery and improvement. Regular check-ins and coaching sessions will enable leaders to reflect on their progress, identify areas for development, and receive guidance and support from mentors and coaches.
7. **Digital Innovation and Tech-enabled Learning:** Cairn recognizes the transformative potential of technology in enhancing leadership development. Future programs will leverage digital platforms, AI-driven analytics, and immersive learning technologies to deliver personalized, scalable, and engaging learning experiences.



8. **Global Leadership and Cultural Intelligence:** As a global organization, Cairn places a high value on global leadership capabilities and cultural intelligence. Future leadership development initiatives will emphasize cross-cultural training, international assignments, and opportunities for global collaboration, enabling leaders to navigate diverse cultural contexts, lead multicultural teams, and drive global business success.
9. **Innovation and Entrepreneurship Mindset:** Cairn fosters an entrepreneurial spirit and a culture of innovation among its leaders. Future leadership development efforts will nurture an innovation mindset, creative problem-solving skills, and an appetite for risk-taking and experimentation. Leaders will be encouraged to challenge the status quo, embrace ambiguity, and drive innovation at every level of the organization.

The future of leadership development at Cairn Oil & Gas will continue to focus on delivering personalized, engaging, and data-driven learning experiences for high-potential managers and leaders. By implementing these plans, Cairn aims to further enhance leadership capabilities, drive organizational success, and align with the company's vision and values.



Brandon Hall Group

# EXCELLENCE AWARDS 2024

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