



4.85/5 Stars: Geojit's Branch Manager Training Receives Outstanding Feedback

Geojit Financial Services Ltd. and Chrysalis HRD Pvt Ltd.

Best Development Program for Frontline Leaders

November 2024



Company Background



Company-at-a-Glance	
Headquarters	Kochi, Kerala.
Year Founded	1987
Revenue	INR 912 Crore
Employees	2904
Global Scale (Regions that you operate in or provide services to)	Primarily in India and GCC Countries. Geojit Financial Services has a strong presence in the Gulf Corporation Council (GCC) countries, via joint ventures and partnerships: Barjeel Geojit Financial Services LLC in UAE, BBK Geojit Securities KSC in Kuwait, and QBG Geojit Securities LLC in Oman.
Customers/Output, etc. (Key customers and services offered)	A leading Indian investment services company, Geojit has presence across India and in the Gulf Cooperation Council countries. Geojit provides a wide array of products and services such as distribution of mutual funds & insurance, equity and derivatives, commodity, PMS and financial planning.
Industry	Financial Services-Capital Market, Broking and Distribution.
Stock Symbol	NSE: GEOJITFSL
Website	https://www.geojit.com



Company Background



Company-at-a-Glance	
Headquarters	Gurgaon, India
Year Founded	1995
Revenue	(insert text here)
Employees	~80
Global Scale (Regions that you operate in or provide services to)	Chrysalis is based out of India servicing and partnering with clients globally.
Customers/Output, etc.	Gurgaon, India
Industry	Chrysalis is a 28 years old, Results-based learning organization that caters to customers across industries such as banking and finance, insurance, IT, Manufacturing Services. The key services are Learning Consulting, Leadership Development, Professional Enhancement, Performance improvement and Technology-based Learning. Chrysalis creates bespoke learning solutions that create a business impact by identifying behaviours that need to change and leveraging organizational systems and processes to trigger that change. At Chrysalis, Results-Based Learning is about driving measurable impact through concentrated capability building using the existing ecosystem in an organization. Through our service lines, we create, develop, and deliver capability building interventions across different modes that lead to business impact. It aims for the following: Alignment between learning strategy and business strategy; Learning leveraged as multiplier force in the organization. Learning seeped in common language, ethos, and values of the organization.
Website	www.chrysalis.in



Budget and Timeframe

Budget and Timeframe	
Overall budget	57,0000 INR
Number of (HR, Learning, Talent) employees involved with the implementation?	4
Number of Operations or Subject Matter Expert employees involved with the implementation?	2
Number of contractors involved with implementation	9
Timeframe to implement	FY 2023-24
Start date of the program	1 st September 2023

Fit to the Needs

After India's independence in 1947, the national economy was greatly influenced by the Soviet model of development, rooted in Socialism, protectionism, centralized planning, and a large public sector. Foreign investments in India were greatly regulated and restricted, even suspiciously viewed. However, this policy led to slow growth of the Indian economy, hampered further by the nation's wars with China and Pakistan in 1961, 65 and 71. The break point was reached in 1991, when India faced the 'balance of payment crisis', following which the government liberalized the economy, by opening it up to the world, with the objective of making it 'market-oriented and consumption-driven'. The reform process had a significant impact on the economy, leading to an increase in foreign investment and a shift towards a more services-oriented economy. Some of the sectors that saw tremendous growth consequently were Banking, Insurance, and Investment Services.

Post 1991, the Indian Stock Market too underwent transformational changes, from manual to computerized and hence faster transactions. In 1992, the market regulator Securities and Exchange Board of India (Sebi) was given the powers to strictly monitor and regulate stock market transactions, which had eluded it since its birth in 1988. In 1994, the screen-based National Stock Exchange (NSE) was



set up, breaking the monopoly of the Bombay Stock Exchange (BSE). These reforms on the stock markets meant cheaper, faster, and transparent transactions. Geojit Financial Services is one of the leading investment services companies in India, with a strong presence in the Gulf Cooperation Council (GCC) countries via the following joint ventures and partnerships:

- Barjeel Geojit Financial Services LLC in UAE
- BBK Geojit Securities KSC in Kuwait, and
- QBG Geojit Securities LLC in Oman

The company is also prominent in Bahrain through a business partnership with the Bank of Bahrain and Kuwait.

Established in 1987, the name 'Geojit' was coined by conjoining the first and the last three words in the names of the partners who set up the organization – C J George and Ranajit Kanjilal.

The company now has a network of 503 branches, with around 13,89,000 clients, with 'Assets Under Custody and Management' worth over Rs. 93,000 crores and has never reported operational loss since inception. The core philosophy of the company is 'to create wealth for investors.' It is this focus that is its key strength as well as the differentiator.

Investment services is a term used to describe a whole range of activities related to investments in financial instruments. Geojit operates as a retail financial services company, offering a wide portfolio of savings and investment solutions. The Company operates through two segments: Financial services and Software services. Its Financial services segment consists of –

- Brokerage services
- Depository services
- Financial products distribution services
- Portfolio management services and
- Other allied activities.

Its Software services segment consists of income from development and maintenance of software. The Company offers financial services, including –

- Online broking for equities, commodities, derivatives and currency futures
- Custody accounts
- Financial products distribution
- Portfolio management services
- Margin funding and others.



Thus, the company's multi-channel service architecture comprising over 500 offices across 19 States and 2 Union Territories, robust online (web and mobile) platform and call centers optimizes its distribution business and strengthens reach to customers.

Some milestones crossed by Geojit, with their timelines are listed below, year-wise:

- 1986 - Company was established by CJ George, who became a member of Cochin Stock Exchange
- 1988 - Company was renamed as Ms. Geojit & Co.
- 1994 – Kerala State Industrial Development Corporation Ltd., (KSIDC) acquired 24% equity stake
- 1995 – Public Issue; took membership in National Stock Exchange becomes a Public Limited Company, named Geojit Securities Ltd.
- 1997 – Launch of Portfolio Management Services (PMS) with SEBI (Securities Exchange Board of India) Registration
- 1997 – Became a Depository Participant under National Securities Depository Ltd.
- 1999 – Membership in Bombay Stock Exchange (BSE)
- 2000 - Online trading introduced (Integrated the first Bank Payment Gateway in India for Internet Trading); Commenced Derivative Trading with NSE. Launched India's first internet trading facility.
- 2001 – Established Joint Venture with the UAE to serve NRI Customers; became India's first DP to launch depository transactions through Internet. Geojit signed MoU with Barjeel Shares and Bonds LLC, a part of Al Saud Group, UAE.
- 2002 - First in India to launch an Internet Trading System for Cash and Derivatives Segment.
- 2003 - Company renamed as Geojit Financial Services Ltd; National launch of online futures trading in Rubber, Pepper, Gold, Wheat and Rice; Geojit Commodities Ltd., wholly owned subsidiary launched Online Future Trading in Agri commodities, precious metals and in energy futures on multiple exchanges.



- 2004 – National Launch of Online futures trading in Cardamom.
- 2005 – National launch of Online futures; a women’s only branch inaugurated in Cochin – the first of its kind in financial services; Geojit Credits – a subsidiary registered with RBI as an NBFC; Geojit Technologies – a subsidiary established for developing state of the art technologies in financial services; NSE listing
- 2006 – Becomes charter member of the Financial Planning Standards Board of India. Geojit joined hands with French banking giant, BNP Paribas.
- 2007 – BNP Paribas takes a stake in the company, making it the single largest shareholder
- 2008 – First Brokerage to offer full Direct Market Access execution in India for institutional clients
- 2009 – Company renamed Geojit BNP Paribas Financial Services Ltd; Launch of online trading in Currency Derivatives.
- 2010 – Launch of Mobile Trading Platform to empower clients to trade from anywhere, even while on move through the innovative application FLIP-ME; Launch of FLIP – Financial Investment Platform – a new advanced online investment platform
- 2012 - Qualified Foreign Investors – Investment Services launched; Geojit’s new corporate office at Kochi inaugurated
- 2013 – Launches India’s first application to trade through Facebook
- 2014 - Geojit, HO at Kochi, Kerala receives the prestigious in Leadership in Energy and Environment Design (LEED) India ‘Gold’ rating under New Buildings Category; it is the first and the only building in Corporation of Cochin limits to be awarded this distinction
- 2015 – A new advanced branded Selfie was launched
- 2017 – Geojit Online Financial Planning tool launched
- 2018 – FundsGenie – Online Mutual Fund App launched
- 2019 – STEPS – the Financial Planning Division of Geojit inaugurated at Infopark, Kochi; launched Digital Client Onboarding
- 2020 – Launched exclusive WhatsApp Channel; Established Geojit’s financial planning division STEPS



- 2021 – Launch of Ethical Portfolio-open ended multi cap PMS which invests in stocks of companies engaged in ethical businesses; Launch of Geojit Global Investment
- 2022 – Launch of IPO Application facility through WhatsApp; Launch of Loan against Shares Digital Platform; Launched digital Loan Against Shares by Geojit Credits
- 2023 – Launched digital Loan Against Mutual Funds by Geojit Credits; Established Geojit IFSC at GIFT city for global investments.

In recognition of its consistent performance, Geojit Financial Services has won several awards and accolades, especially post liberalization of the Indian economy, some of which are listed below -

- 2005 – Integrated platform for online and offline trading, with facilities for real time settlement
- 2007 – IBA (Indian Banks Association) award for the innovative B2B2C infrastructure (Axis Bank B2B2C integration offering stock and derivative trading for Axis Bank Customers).
- 2008 - Launch of Financial Investment Platform (FLIP) – a comprehensive trading platform – Geojit BNP Paribas launched FLIP. PC Quest recognized GLT as one of the best 100 implementations in India with GLT appraised at CMMI Level 3 for Software Development and Maintenance. Appraisal was performed by KPMG India.
- 2010 – Launches FLIP–Me – the first Mobile Stock Trading application of India; Geojit BNP Paribas first to offer NSE Mobile Trading. KMA selected Mr. A. Balakrishnan, MD as Manager of the year Award for 2010.
- 2011 - BNP Paribas Innovation Award for FLIP-Me - BNP Paribas decided to use Geojit Technologies' mobile app development team to develop applications for Europe FINCORP (Muscat, Oman), which won the 'The Best Structure Award' under Financial Institutions category and 'The Best Creativity Award' under Commercial and Corporate Banks category in 3rd Banking Web Competition organized by the Pan Arab Web Awards Academy. The whole application is developed and maintained by Geojit Technologies. It also won 'Trade-Tech India Achievement Award' for Flip -Mobile application.



- 2012 – BNP Paribas Personal Investors (Germany) Obtained n-tv award for Best Direct Bank 2012– Mobile Banking: The application was completely developed by Geojit Technologies in India.
- 2013 – Launched FLIP Social, one of India’s first stock trading application suite for Facebook. Geojit BNP Paribas unveiled trading app for Facebook. BNP Paribas Personal Investors Award for Martenitsa – A Digital Deposit Platform, Bulgaria – developed by GTL in partnership with BNP Paribas CIB, France, BNP Paribas Personal Finance Bulgaria and BNP Paribas Personal Investors Germany.
- 2015 – GTL appraised at Level 5 of the CMMI Institute’s Capability Maturity Model Integration (CMMI)®. The appraisal was performed by KPMG, India. This is the highest level in the CMMI model and builds on the Level 3 rating the company achieved in 2008.

The financial performance of Geojit Financial Services Ltd.’ Is as follows –

Consolidated Financial Highlights for the Financial Year 2023-2024:

(Figures in Rupees crore)

Particulars	FY 23-24	FY 22-23
Revenue	624	448
EBITDA	244	160
PBT	192	119
PAT	149	101

Performance highlights for the year under review:

Consolidated Revenue increased YoY by 39% from Rs. 448 crore to Rs. 624 crore

EBITDA increased YoY by 53% from Rs. 160 crore to Rs. 244 crore

Profit Before Tax (PBT) increased YoY by 61% from Rs. 119 crore to Rs. 192 crore

Profit After Tax (PAT) increased YoY by 48% from Rs. 101 crore to Rs. 149 crore

- As on 31 March 2024, the company’s assets under custody and management stood at Rs. 93,000 crore.
- The Board has recommended a final dividend of Rs. 1.50/- (150%) per equity share of Rs 1/- each for the financial year 2023-24.



- The Board also approved an investment of up to USD 1 million to establish an entity in Dubai International Financial Centre (DIFC) for expanding capital market business.

However, past performance does not guarantee future success. It only provides valuable data for taking decisions in the present, leading to better future strategies and outcomes. To march successfully into the future, Geojit understands that it needs to overcome the challenges posed by -

- Increasing competition
- Regulatory changes
- New technologies, and
- Market shifts.

The world has changed due to the pandemic and rapid digitalization. The volatility in Financial Investment Markets is here to stay. Not only factors like the pandemic, but also wars, scams, global financial and economic crises, recession etc., can adversely affect the financial services.

Geojit wants to transform itself with the changing times. Such a transformation is possible only if its 'Front-line leaders' (Branch Managers) understand how the industry is changing and lead their teams to successfully cope with and overcome the challenges. The front-line leaders need to be specifically equipped with the mindset of adaptability and teamwork to face the emerging changes and challenges. To this end, Geojit appointed Chrysalis HRD Ltd., to design and deliver a development program for its Branch Managers (BMs), Pan India.

Provide a description of the frontline leader development program.

What goals did you establish and were they achieved? Did this program tie into organizational objectives?

Details:

Frontline leaders are those who directly oversee the frontline workers, who regularly interact with customers, both in the branch and outside. These leaders act as a bridge between the management and the employees. They need to have the following abilities, among others -



- Adaptability
- Communication skills
- Ability to “pitch” or “sell” solutions.
- Power to influence outcomes.
- Motivate others.
- Creative problem-solving

Geojit considers that its strength lies in its people, technology, and its customers. Its Mission is ‘To Enable our clients to become leaders in their ecosystem by helping them build strategic, business, and technological edge by delivering cost effective, high quality and quick time to market solutions, translating to higher client satisfaction and stronger client relationships’.

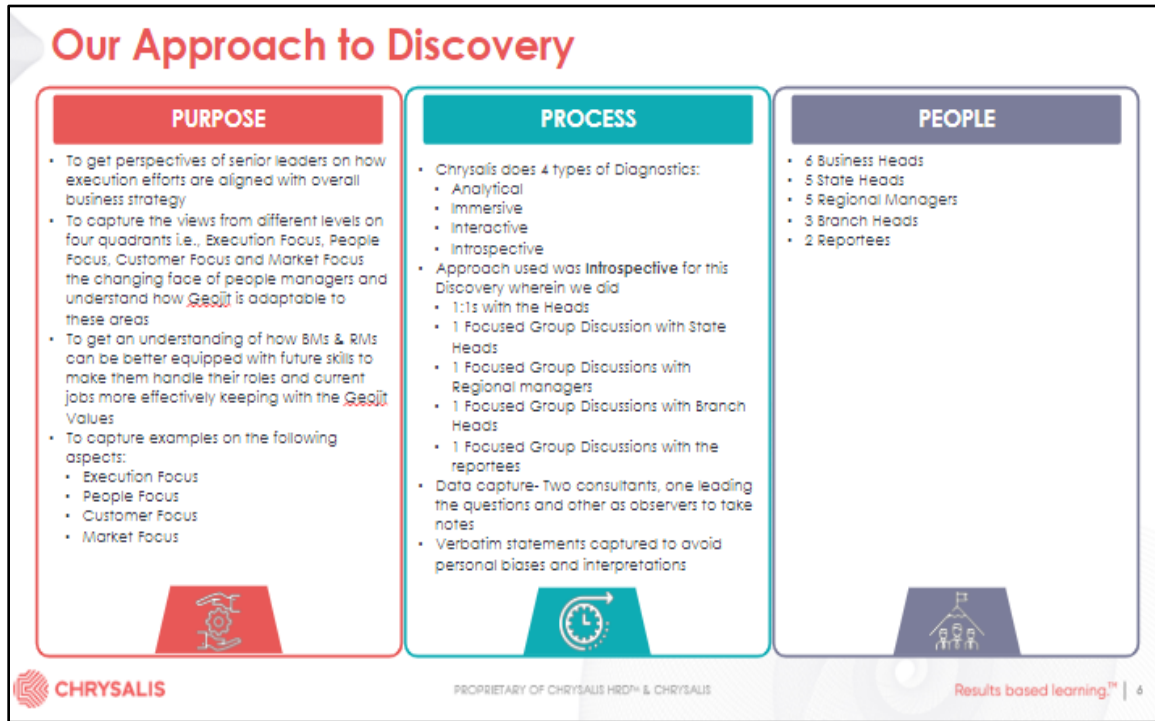
The company’s Vision is ‘To be an organization of choice as a Technology partner, Employer & Corporate citizen by constantly investing in our Products, People and Process’.

The focus of Geojit is on ‘service and sales’ together. The company finds that people who do sales do not want to do service and vice versa. The BMs are not able to drill down to the reasons for nonperformance.

With its twin focus on both sales and service, Geojit needs a frontline leadership that can constantly communicate the larger picture to their employees. The BMs need to understand how the industry is changing and to handhold their team members in ‘change management’. The team needs to develop a wider understanding of their customers, their families, and their future needs and fulfil the same.

To achieve this, Geojit seeks to equip its BMs with the required skills and competencies and appointed ‘Chrysalis HRD Pvt. Ltd.’, to develop a training program for its BMs, in two phases.

Before designing the program, the Chrysalis team conducted a detailed diagnostic at the company to discover its needs and curate content for the training program accordingly. In conducting the diagnostic, Chrysalis adopted the following approach –

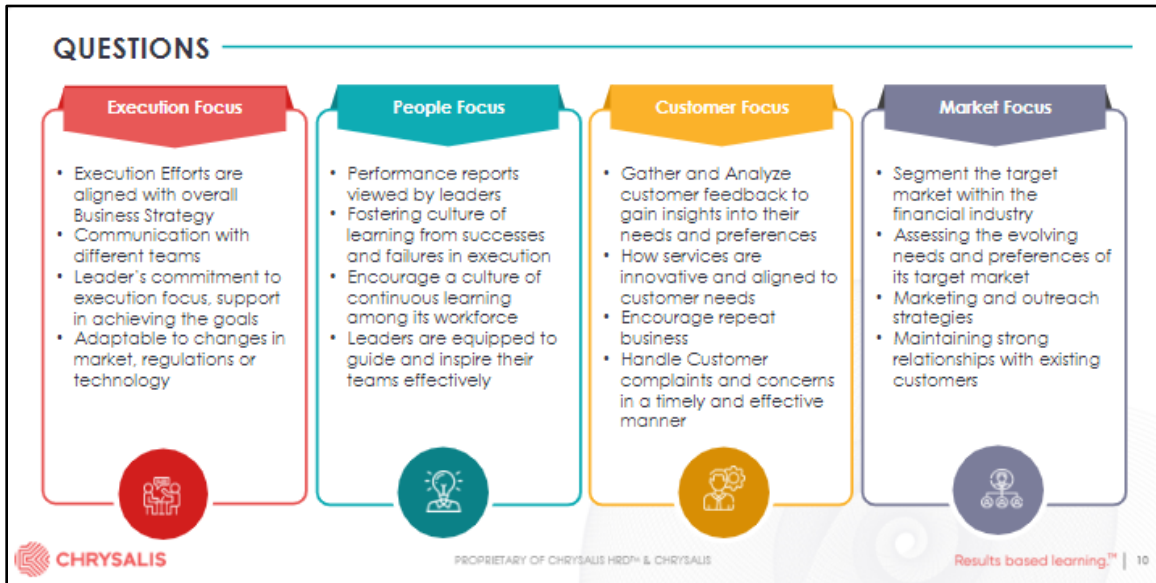


Chrysalis first had focused discussions, both individually and in groups, with the following leaders of the company to obtain their inputs and perspectives on how the company can improve its focus on Execution, People, Customer and Market.

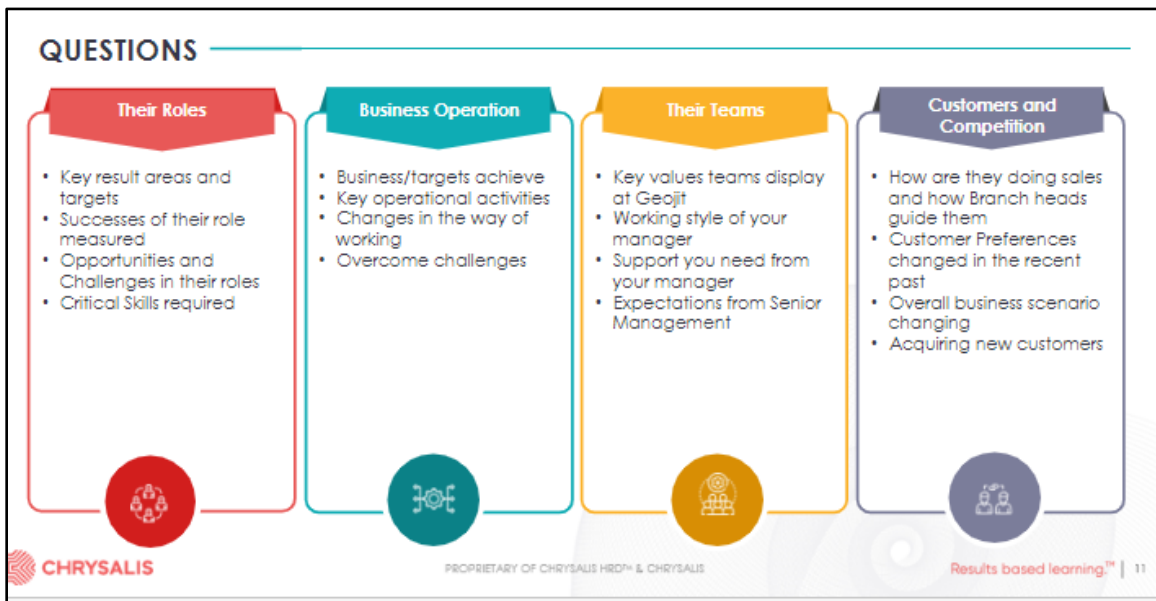
- 6 business heads,
- 5 state heads,
- 5 regional managers,
- 3 branch heads and
- 2 reportees.

Geojit identified four areas of focus, namely Execution Focus, People Focus, Customer Focus and market Focus.

The line of enquiry with State Heads, Regional Managers and Branch Heads was as follows on the said focus areas –



The line of enquiry with the Reportees was as follows –



From the questioning and discussions Chrysalis received the following valuable inputs –

- The focus needs to be on service and sales together; today people who do sales do not want to do service.
- People have been given a lot of products to sell, however not enough people in a branch are been provided to balance sales and services.
- Vintage people have built their relationship muscle but not sales.



- Majority of the customers right now are a one-product customer rather than a multi-product customer.
- People seem to be complacent in their role and region and not willing to extend themselves to their full potential.
- Instead of stoking competition amongst the branches, the focus has to be on being the best in a certain market.
- Incentive/Incentive Plans are not being communicated down the line to frontliners and hence not tapped.
- Currently if an employee does not meet the Performance Indicator (PI), they still qualify to win incentives.
- There is a high probability of the same people winning a lot of the incentive schemes or award programs.
- The top performers will perform well in every product.
- The managers are not able to drill down on the reasons of non-performance.
- Branches do not have sufficient manpower and are not able to retain the existing manpower.
- There is a lack of handholding and upskilling new FCs which is leading to early attrition.
- Career Progression plan to retain new joiners is not happening currently.
- The FCs are not given goals in the first 6 months and not pushed on achieving targets.
- Geojit was the pioneer in leveraging technology in this industry, we need to get that focus back.
- There is complacency amongst people who are performing well and get good incentives.
- People in existing roles do not want to take on larger roles because of loss of incentive or change of location.
- CRM is not being leveraged enough.
- While there are scorecards with Performance PI for every branch, they may not be finetuned to each individual branch.
- There is no established process for driving engagement at a branch level.
- Geojit has a multigenerational workforce.
- Legacy team members continue in Geojit because of the company culture and the easier performance standard.
- There is significant attrition in the younger generations of the workforce.
- There are regular conversations between the leadership team and the employees.



- There is a need for leadership to constantly communicate the larger picture to the employees.
- Geojit is a high-employee friendly organization, but the time has come for it to focus outwards.
- The industry has changed a lot and there has been a huge transformation – today customers more knowledgeable than the Geojit employees.
- Sleeping customer percentage out of twelve lakh customers is high, as only one third of the customers are active.
- The focus is on building enduring relationships, hence should be more on service.
- Geojit should expand their target audience and focus on the younger generation as customers.
- Geojit needs to develop a deeper and wider understanding of their customers, their families, and their future needs. Currently they are being looked at purely from the point of broking code numbers.

By analyzing the said inputs, Chrysalis gathered the following insights –

Insights Gained

EXECUTION FOCUS	PEOPLE FOCUS	CUSTOMER FOCUS	MARKET FOCUS
WHAT IS GOING WELL <ul style="list-style-type: none">• Aware of skills needed• Aware of processes• Understand their roles	WHAT IS GOING WELL <ul style="list-style-type: none">• Awareness of upskilling and training• Awareness of performance survey• Appreciation, motivation and incentive	WHAT IS GOING WELL <ul style="list-style-type: none">• Understand Customers and their family• Try to measure customer satisfaction survey• TAT is good	WHAT IS GOING WELL <ul style="list-style-type: none">• Creating a win-win• Pioneers of technology• Digital upgraded
WHAT CAN BE BETTER <ul style="list-style-type: none">• Being complacent in their role and region and not willing to extend themselves to their full potential• No established process for driving engagement at a branch level and Head Office	WHAT CAN BE BETTER <ul style="list-style-type: none">• Need to conduct outside trainings• Not a proper system to check performance• Even non-performers get incentives, so not motivated	WHAT CAN BE BETTER <ul style="list-style-type: none">• Information is not at a single click• Customer is more knowledgeable than them• Focus on old active customers only	WHAT CAN BE BETTER <ul style="list-style-type: none">• Ease of operation• Technological upgradation to all• More emphasis on market competition

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Following the insights gained, Chrysalis developed the following hypothesis for the training program to be developed –



Design and Delivery of the Program

Following the intensive Diagnostics process and from the hypothesis developed, Chrysalis curated the training content for Geojit BMs, as follows –

- **Phase 1 - Self-Paced Content (SPC) for ‘Cultivating Branches of Excellence’ for the target audience of BMs** – This will be 1.5 hours of self-paced microlearning, divided into 4 modules, namely, Execution Focus, People Focus, Customer Focus and Market Focus. The participants would take an assessment test of 10 questions before undergoing the above learning to confirm their understanding.
- **Phase 2** – The BMs who complete Phase 1, would undergo a 3-day facilitator led workshop on the same 4 modules, explaining them with practical examples, case studies, roleplays and discussions.



Chrysalis then identified the following next steps –



Phase 1 – This phase for Geojit BMs was a self-paced content of 1.5 hours duration, curated as follows –

- An overview of the content.
- A pre-assessment of 10 multiple choice questions to assess the understanding of the participant’s existing knowledge about the topic. The questions need to be answered in a maximum of 10 minutes.
- The 4 modules enabled the participants to -
 - Execution Focus – Inculcate in their employees, the habit of ‘excellence in work in their output’ to convert customers into company’s brand ambassadors.
 - People Focus – Motivate their workforce by promoting employee engagement, through active communication and reduced attrition.



- Customer Focus – Focus more on customer centricity rather than customer service and how to convert the sleeping customers (constituting 2/3rd of Geojit customer base) into active customers.
- Market Focus - Focus on Market Scan, Competitive Assessment and Network Building to improve business and the market share of Geojit.

The learning objectives and activities included in the 4 modules are described below.

Module 1 - Execution Focus has the following learning objectives –

- Execution Focus – What is it?
- Pillars of Execution Focus
- Process Alignment
- Planning, scheduling, and conducting high quality and regular meetings.
- Conducting regular business Process Reviews
- Execution Excellence and its Pillars

This module included the following activities –

- An animation video between an employee and a Geojit Manager, where the latter explains in simple language what is meant by execution, the difference between execution focus and execution excellence, its pillars etc.
- Slide show and write ups briefly explaining –
 - Process alignment.
 - A case study on how Sony lost out to Apple after 1999, due to ‘silo mentality’.
 - The importance of having regular, high-quality meetings.
 - Difference between Business Process Reviews, Team Reviews and Check-ins.
 - A case study on how Jamie Dimon, CEO of Bank One conducted a process review and then introduced process changes to turn the bank around
 - Execution Excellence, followed by a case study on the same at Ritz-Carlton Hotel Chain
 - A quiz to confirm the understanding of participants on the module.



Module 2 - People Focus has the following learning objectives –

- What is People Focus
- Employee Engagement and its levels
- Teaching, Training and Coaching
- Grow Model of Performance Coaching
- Servant Leadership

This module includes the following activities –

- An animation video between an employee and Geojit Manager, during which the latter explains in simple language what is meant by Employee Engagement.
- Slide show and write ups briefly explaining –
 - Employee Engagement
 - The 4 levels of employee engagement.
 - The 10Cs of employee engagement
 - Two Case studies on employee engagement from Google and Cisco
 - Grow Model of Performance Coaching, with caselets
 - A quiz on teaching, training, and coaching
 - A write up on Servant Leadership with case study.

Module 3 - Customer Focus has the following learning objectives –

- The difference between Customer Service and Customer Centricity
- Stated and Unstated needs of customers
- Selling to Service selling
- Consultative Selling
- Becoming a trusted advisor to customers
- Impact of social media on brand name



This module includes the following activities –

- An animation video between an employee and Geojit Manager, during which the latter explains in simple language what is Customer Centricity.
- Slide show and write ups briefly explaining –
 - Stated and unstated needs of customers
 - A case study from Amazon on Customer Centricity
 - The 4 Ds of Customer Centricity
 - The 4 Aces of Customer Service
 - Moving from selling to service selling
 - The 5 steps of Consultative Selling, followed by a video
 - On becoming a trusted advisor to customer
 - Two case studies describing the impact of social media on a company's brand name.

Module 4 - Market Focus has the following learning objectives –

- Importance of Market Focus in Business
- The tiers of Market Focus
- Market Scan
- Competitive Assessment and its Intricacies
- Network Building and its benefits.

This module includes the following activities –

- An animation video between an employee and Geojit Manager, during which the latter explains in simple language what is meant by Market Focus
- Slide show and write ups briefly explaining –
 - The 3 tiers of Market Focus
 - Market Scan and its intricacies
 - Competitive Assessment with a caselet.
 - Network building and its importance, with a case study.
 - A quiz on Market Focus



To sum up, the SPC for Phase 1 was more practical than theory oriented, to give a hands-on perspective about the said modules to the participants. However, due to the time constraint of 1.5 hours duration, detailed discussion of the modules was relegated to Phase 2 of the program soon to follow.

Phase 2 - This was a 3-day facilitator-led workshops on ‘Cultivating Branches of Excellence’. This was a pan-India program, in which the facilitators were assisted by 3 PPTs and filled with activities. The program commenced at 9 am on all 3 days and went on until 6 pm, with 2 tea breaks and a lunch break in between.

Workshop on Day 1 –

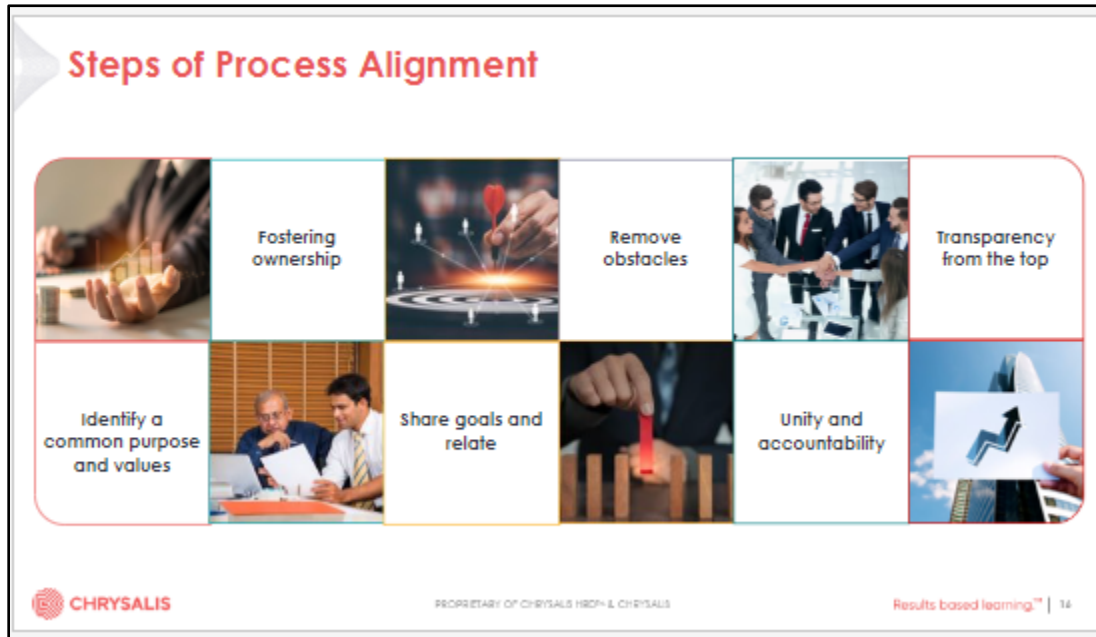
After the customary introductions and the online marking of attendance, the workshop was conducted with the following activities, including case studies, individual / group discussions / role plays / quizzes / assessments etc.

- The session objectives, the rules to be followed during the session and the need to be participative and interactive were discussed with the participants.
- An online pre-assessment of 10 MCQs, to confirm the understanding of the participants on the 4 modules.
- **Module 1** - A discussion on the 5 dimensions of Execution Focus –





- The 3 pillars of Execution Focus, namely, Process Alignment, Meetings and Reviews and Execution Excellence.
- The six steps of Process Alignment –



- A case study, which the participants were asked to access online and discuss in groups and propose a solution.
- The second pillar execution excellence, namely ‘Conducting regular high quality meetings’, emphasizing on the need to hold them regularly, starting and concluding on time, with the focus on solving issues.
- The need to make meetings efficient and effective.
- The difference between efficient and effective meetings and calculating the cost of meetings –



Making Meetings Effective

- Is this meeting really necessary?
- Clear purpose for the meeting
- A meeting agenda
- Meeting attendees
- Share the meeting agenda in advance
- Keep attendees engaged
- Assign a note-taker
- Get rid of technological distractions
- Start early and end on time
- Be result-oriented
- Make the meeting more inclusive
- Decide and assign the next steps
- Follow-up
- Create a consistent meeting culture

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- An activity for the participants on how they would make their meetings effective, using the form below –

Activity: Making My Meetings Effective

Meeting	Cost of Meeting	What am I doing well in this meetings?	What can I do better in my meetings?	How will I make my meetings more effective?

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- A video on the importance of review conversations and the need to carefully listen to the review comments to avoid miscommunications and misunderstandings.
- The types and structure of the reviews and the best way to conduct them.



Reviews

Reviews start with performance review and goes on to become more conversational, developmental focusing on building the capability of the team by focusing on developmental review, feedback and coaching

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- A discussion on the 3rd pillar ‘Execution Excellence’ with an anecdote from the life of Michelangelo - a perfectionist, who would not be satisfied with his work if it did not meet his own highest standards.

Understanding Execution

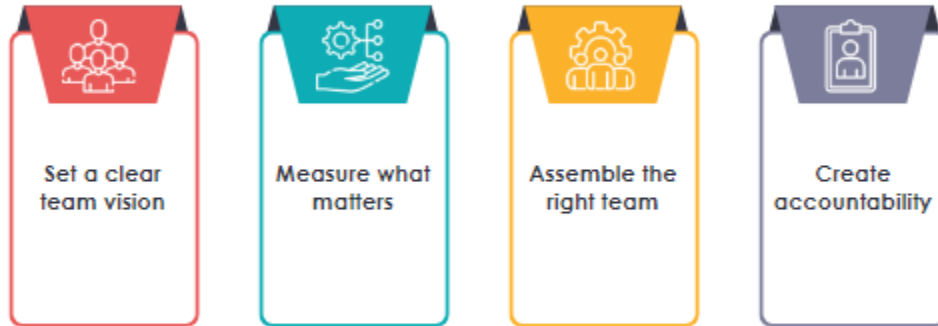
What is Execution?	What execution means in an organization?
<p>“the act of doing a piece of work, performing a duty, or putting a plan into action”</p> <p>OR</p> <p>“Execution means how you do things and how fast you do them”</p>	<p>Execution in an organization means bringing the purpose and strategy to life</p> <p>These could be for projects or business as usual</p>

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- The 4 pillars of Execution Excellence, at an organization - how a clear team vision is set, how progress towards the same is measured, how the right team is assembled and how accountability is created.



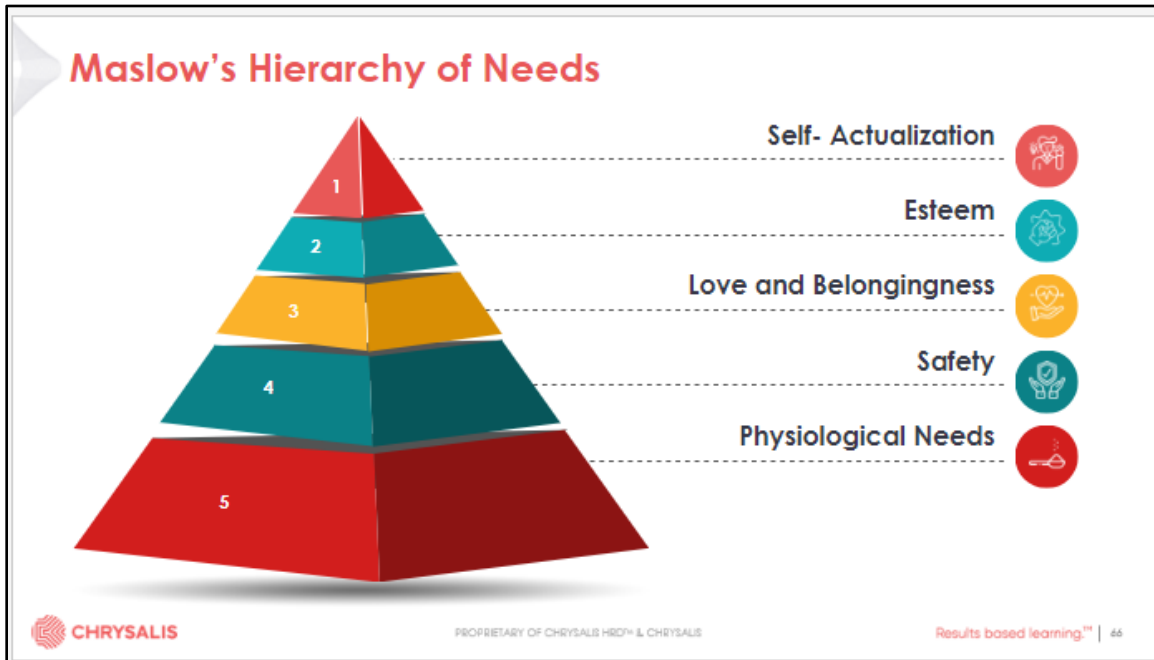
Execution Excellence: The 4 Pillars



This completed Module 1.

Module 2 – People Focus – This was the next Module taken up for discussion.

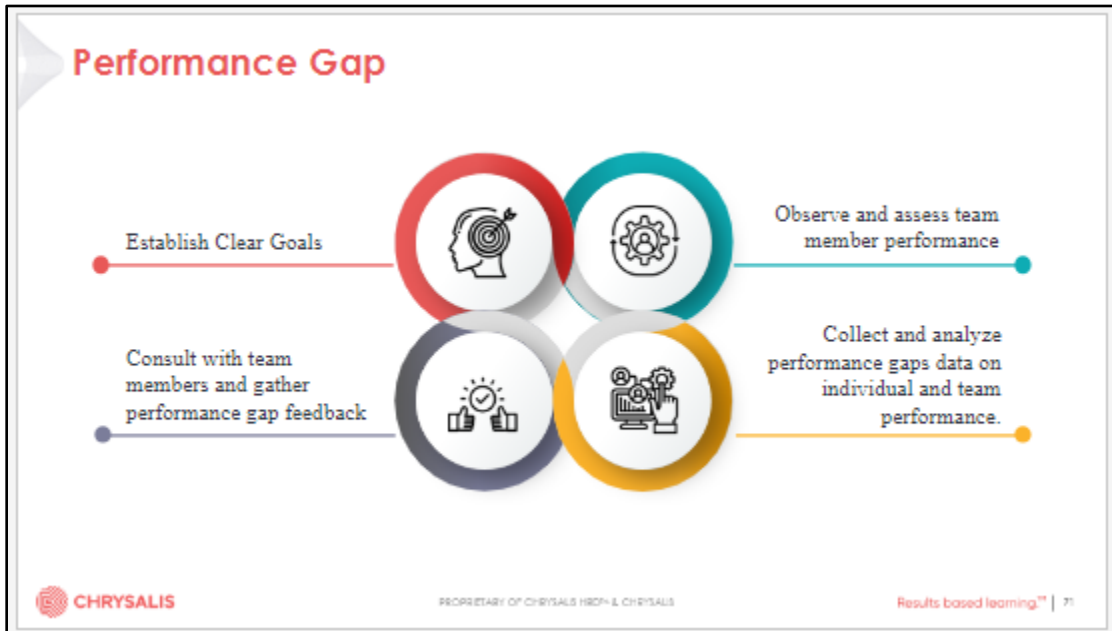
- The first activity was a video explaining how great leaders are those who take good care their people and empower them to do their best.
- A discussion on the Maslow’s Hierarchy of Needs and how managers need to spend sufficient time doing things that motivate their teams.



- The 3 pillars of People Focus with examples -



- The first pillar - Performance Gap, which is simply the difference between the intended and actual performance of an individual or team and how it can impact the performance of the organization, unless bridged by taking timely action as follows –



- The elements of Skill and Will in Performance Evaluation was then discussed, as follows –



- Online feedback from the participants was obtained and the Workshop on Day 1 was completed.

Workshop on Day 2 –

After online attendance, the discussion on ‘People Focus’ was continued from Day 1.



- A discussion on the second pillar of People Focus, namely Engagement Levels.
- How some great companies are differentiated by their great leaders.



- A group activity with the participants divided into groups; each group given 4 cards having a quality and asked to name which card represented a great leadership quality and which not.



How do you know if you have great leadership

WHAT IS GREAT LEADERSHIP You have great leadership if your people:	WHAT IS IT NOT You don't have great leadership if your people:

 ACTIVITY

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- The 4 levels of engagement, namely Fully engaged, Engaged, Somewhat engaged and Disengaged, with the help of an online case study.
- The qualities of an engaged employee, followed by a video.
- The 4 levels of employee engagement, namely, Likability, Competency, Effectiveness and Value.
- How leaders can bring about engagement through Inspire > Coach > Value
- The third pillar of People Focus, namely Performance Coaching was with examples.
- The 4 steps of OISC Model – Observe, Impact, Suggestion, Check and how the model could be put to practice.



OISC Model

Feedback is what you share about a person's performance in order to improve it or sustain it (in relation to the activity of the job)

Feedback is not just about 'Telling'

Use the OISC Framework to give feedback

- O** Describe Observed behavior
- I** Highlight the Positive or the Negative Impact
- S** Suggest what can be done differently or what needs to be continued
- C** Check for buy in of the person in relation to further action

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- A role play in which an employee reacts negatively to the feedback received from the manager.
- A discussion on the difference between feedback and coaching
- The GROW Model of Coaching.
- The steps involved in providing Coaching – Frame > Understand > Facilitate > Commit.

Use the Coaching Cycle for Performance Coaching

- Commit**
 - Agree on accountability
 - Action Planning
- Frame**
 - Prepare for conversation
 - Explain purpose
 - Envision outcomes
- Facilitate**
 - Challenge constructively
 - Steer towards solutions
- Understand**
 - Question effectively
 - Listen actively

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- The following scenario was shown to the participants and they were asked to explain whether they would provide feedback or coaching to the employee.

Let's Roleplay



Scenario

You are working at Geojit at a managerial position and it's time for bi-yearly reviews. Your team has Rohan, Abhay, Sushant, and Puneet. They all had been growing strong as a team and individually.

But in the last quarter Sushant made a huge but unavoidable mistake and it cost you old client and you are personally affected by this loss, apart from all the commercials that went down.

Sushant had always been the sincere and diligent kind and this is for the first time he has made this mistake.



ROLE PLAY




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- The participants were then provided the following toolkit on providing coaching.

My Coaching Conversation - Toolkit

What is the Phase?	What Will You Do	How Will You Do It
Frame	• Prepare for conversation	
	• Explain purpose	
	• Envision outcomes	
Understand	• Question effectively	
	• Listen actively	
Facilitate	• Challenge constructively	
	• Steer towards solutions	
Commit	• Agree on accountability	
	• Action planning and review	



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- Module 2 on People Focus was then conclude after a brief recap.



Module 3 - The next Module taken up for discussion was Customer Focus.

- A discussion on the following 3 pillars of Customer Focus -

Pillars of Customer Focus

The slide features three images with corresponding labels in colored boxes below them:

- Customer Need Analysis**: Image of hands typing on a laptop with charts on the screen.
- Customer Expectation Assessment**: Image of hands pointing at a document with a line graph.
- Consultative Selling**: Image of a man and a woman looking at a smartphone together.

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- How Customer Loyalty is created by accurately analyzing Customer Needs – both stated and unstated - and satisfying them. How in this way a first-time customer can be converted into the company’s Advocate.

Investing in Your Customer Needs Analysis

..... Creates customer loyalty. It builds long lasting relationships and ensures long lasting relationships. Repeat business is the backbone of selling.

Customer Relationship Ladder

The ladder consists of four steps from left to right:

- One Time Purchase
- Occasional User
- Regular Customer
- Loyal Advocates

• If you serve them well, they will keep coming back.
• You can only serve them if you know there needs.

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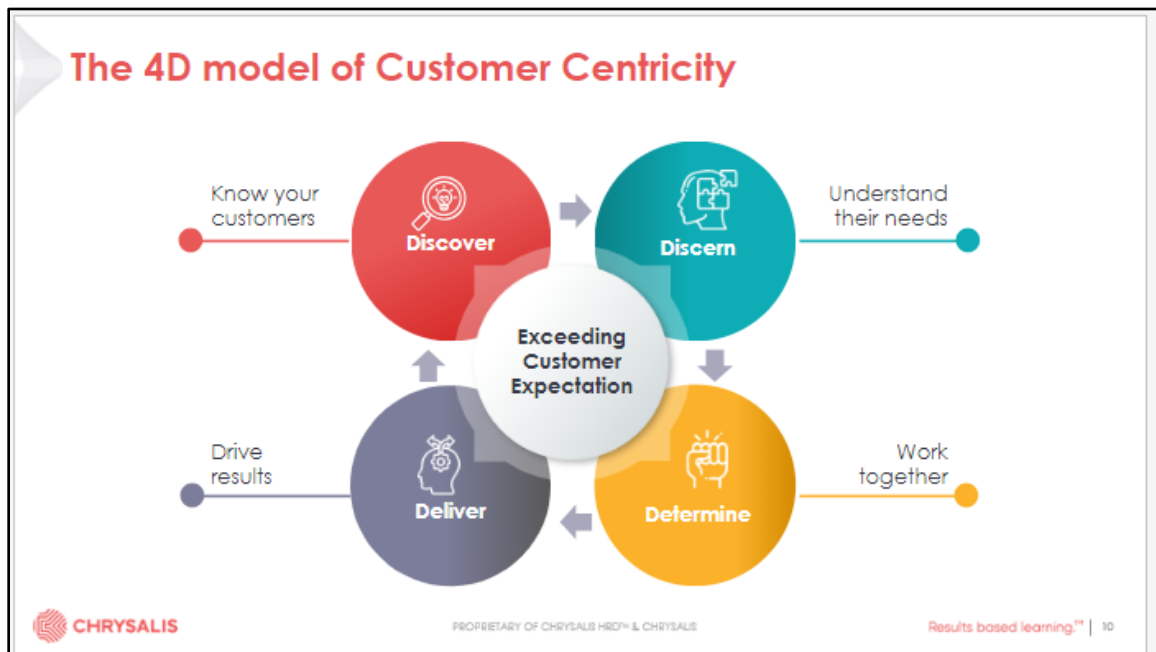


- Online feedback from the participants was obtained and the Workshop on Day 2 was completed.

Workshop on Day 3 –

After online attendance, the discussion on Customer Focus was continued from Day 2.

- A discussion on the second pillar of Customer Focus ‘Customer Expectation Assessment’.
- The 4D Model of Customer Centricity –





- The 4 Aces of Creating a WOW experience for Customers –

The Four Aces of Customer Service WOW!!

<p>Acknowledge</p> <ul style="list-style-type: none"> • Acknowledge their presence • Respond to something the customer says 	<p>Appreciate</p> <ul style="list-style-type: none"> • Appreciate something the customer says • Appreciate something the customer does
<p>Assure</p> <ul style="list-style-type: none"> • Assure by taking responsibility 	<p>Affirm</p> <ul style="list-style-type: none"> • At business level • At Human level

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- A discussion on the third pillar of Customer Focus – ‘Consultative Selling’ and the need to transition from Selling to Consultative Selling.

From Selling to Consultative Selling

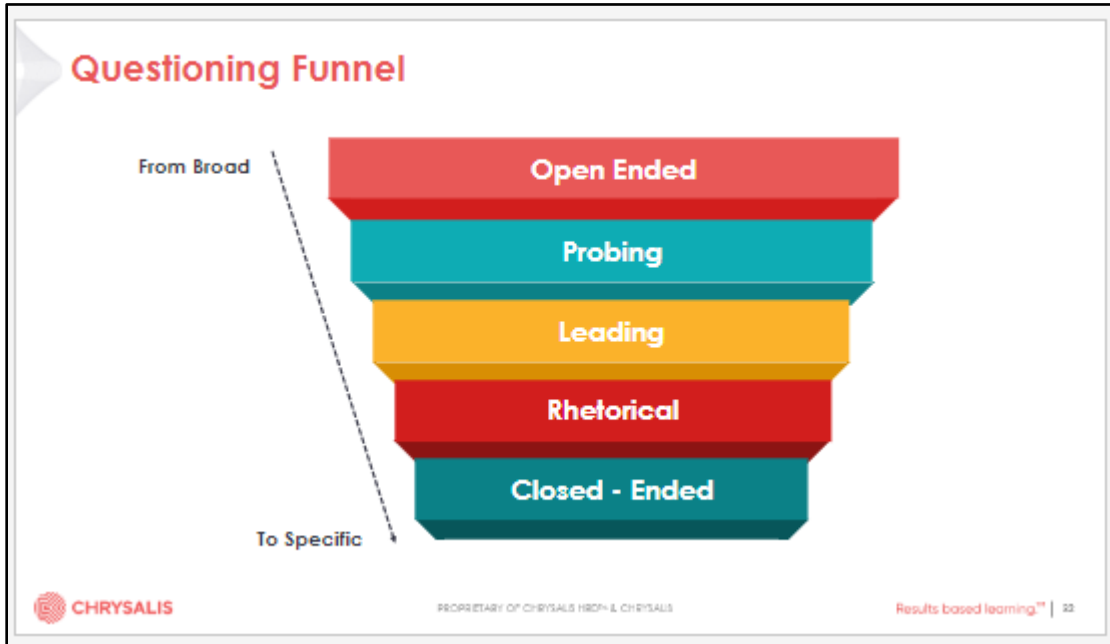
Selling – Short term	Consultative – Long term
The salesperson supply a product	The sellers supply profit as their product
The salesperson has a transactional approach	The sellers offer a return on the customer's investment
The sellers use a bid	The sellers use a Profit Improvement Proposal
The sellers attempt to justify their cost Feature	The sellers quantify the benefits from their customers' investments
The sellers feature their products' improved performance	The sellers feature their customers' improved satisfaction
The sellers' products are equipment, a service, a process, or a system	The sellers' products are improved customer profits

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- The importance of QLR Model of Communication in Consultative Selling – Question > Listen > Respond



- Using the Questioning Funnel to elicit information from customers –



- Steps in Effective Listening –





- Responding assertively to customer –

Things To Keep In Mind While Responding

			
Acknowledge other persons views' and use empathetic words to respond	Offer logical rebuttals and suggestions	Do not use BUT and reject other's opinions	Do not put the other person down with curt responses

Be Assertive do not be Aggressive

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Module 4 - The next Module taken up for discussion was Market Focus, which is an approach to business that bases strategy, operations, and measurements on market opportunities.

- A discussion on the 3 Tiers of Market Focus - Market Scan > Competition Assessment > Network Building
- The advantages of doing a Market Scan –



Advantages of Undertaking a Market Scan

- Sanity Check- Internal Thinking
- Market Intelligence Gathering
- Consistent Methodological Approach
- Providing Diversity Lens

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- The second tier ‘Competitive Assessment’, which includes the following components, followed by a case study –

Components of Competitive Assessment

- Identify Competitors
- Gather Information
- SWOT Analysis
- Market Positioning
- Product or Service Analysis
- Customer Base
- Marketing and Promotion
- Distribution Channels
- Pricing Strategy
- Innovation and Technology
- Regulatory and Legal Factors
- Market Trends

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- The third tier ‘Network Building’ and its purpose / advantages to individuals, groups and organizations in career advancement, business development, knowledge sharing or personal growth.
- A quiz on Network Quotient.

Finally, all the 4 modules were brought together and summed up.



An Online Feedback was obtained from the participants and the program was concluded.

Thus, Phase 2 of the program, though facilitator led, was less of theory and full of activities designed to equip the Branch Managers, as frontline leaders of Geojit with the competencies required for converting their branches into those of excellence.

Adoption of the Program

Once the program was designed end-to-end, it was reviewed by the top management of Geojit, their suggestions if any, were incorporated in the training material. Post their sign-off, communication was sent from the company's HR Head about the program, to the participants - the BMs of Geojit. They were advised to first complete Phase 1 of the program online in the 3rd week of September 2023.

Those who successfully completed the Phase 1, were then nominated to the facilitator led Phase 2 of the program, conducted Pan India from 9 Oct 2023 to 18 Oct 2023.

Meanwhile, Chrysalis conducted TTT (Train the Trainer) for all the nominated facilitators, which included a detailed walk through of the content for Phase 2. Each facilitator then had to do a teach back of a part of the content to ensure that they were clear as to the objectives and content of the program. During the teach back, they were provided pertinent feedback, if any, to ensure excellence in delivery.

The logistics for the programs, such as training venue, OHP (over-head projector), white boards, with markers and adequate handouts in the form of case studies, toolkits, roleplays, notepads etc., were taken care of by Geojit HR Managers. It was ensured that the facilitators reached the venue, every day well in time to conduct the sessions from 9.00 am to 6.00 pm, with a lunch break of 40 minutes and two Tea breaks of 15 minutes each. From the smooth manner in which both phases of the program were conducted, attended and enthusiastically participated by the BMs, it was evident that the program was well adopted by the management, as well as the front line leaders for whom it was conducted.



Measurable Benefits

The following data reveals how the both the phases of the program were delivered to the participants –

Project	
Total Number of Participants	340
Dropouts	9
Current number of Participants	331
100% Journey Completed	307
65% to 99% Journey Completed	9

Milestone of the Project	Completed	In Progress	Not Completed	Completion %
Overview	328	0	3	97%
Pre Assessment	326	1	4	96%
Microlearning 1. Execution Focus	325	1	5	96%
Microlearning 2. People Focus	322	3	6	95%
Microlearning 3. Customer Focus	321	2	8	95%
Microlearning 4. Market Focus	321	0	10	95%
Classroom 1	126	0	8	94%
Classroom 2	125	0	9	93%
Classroom 3	124	0	10	93%
Pre Assessment Classroom Quiz	124	0	1	98%

- Feedback received from the participants on a scale of 1 to 5 -
 - Average Design Score – 4.82
 - Average Facilitation Score – 4.88
 - Overall Average Score – 4.85

Apart from the above, the participants for both the programs provided ratings of 5 or 4 for the following parameters:

- I was clear about the objective of the engagement
- I was able to see the value of this intervention for my current or future roles
- I was an enthusiastic participant in the entire process of the intervention



- I made an attempt to learn from the program
- I found the content and examples relevant to my industry, function and role
- I was able to get answers to my doubts
- I was able to learn the skills that were taught in the program
- I was excited by the content
- The facilitator inspired me to apply the techniques from the intervention
- Overall experience of this intervention
- Would you recommend this program to your colleagues?

Apart from the above, subjective feedback was obtained to the following questions

-

- First learning takeaway
- Second learning takeaway
- Third learning takeaway
- What could be done to make the Intervention better?

In addition to the above, an internal survey was conducted by Geojit HR with key stakeholders as well. What we have heard from Geojit Stakeholders (State Heads and Regional Managers):

43 Stakeholders were surveyed, and 32 responses were captured.

- Respondents (State Heads and Regional Managers) rated 4.25 out of 5, when it comes to overall effectiveness of the training, to create a positive impact.
- 47% of the respondents were of the opinion that there is marked improvement in the team, post the training.
- 50% opined that they have seen improvement to a certain extent. 3% saw no impact.
- 44% of the respondents said that Managing Team is where they have seen significant progress, post training.
- When asked which the area where they have not made any significant process, 44% of the respondents mentioned Managing Competition/Market.

From the feedback and the survey results, it was evident that the program was highly beneficial to the participants in developing the skills and competencies needed to perform their roles well.



The feedback was further thoroughly analyzed by the leadership of Geojit for designing future training programs.

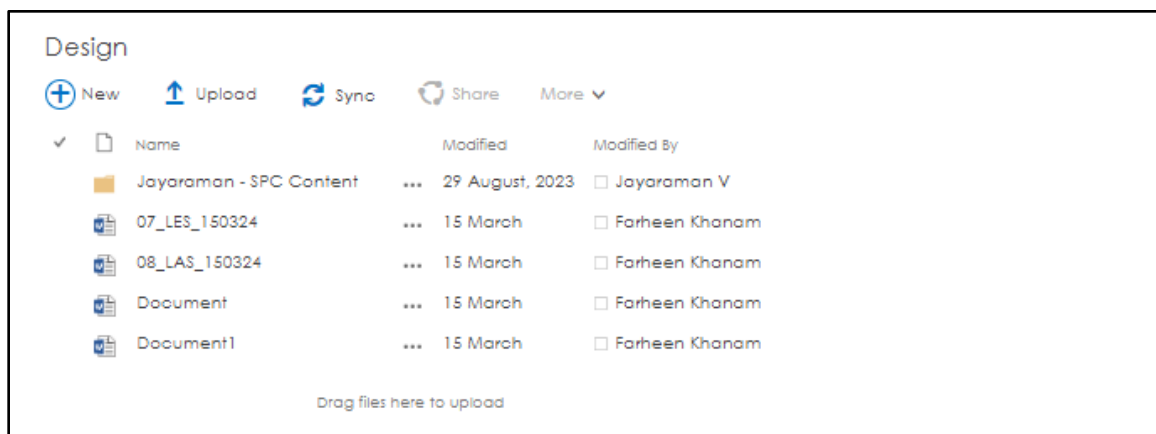
The Post- Assessment for the journey is still underway and will be closed by end of June.

Overall

Overall, the program was completed, as scheduled and with the enthusiastic participation of the participants. The feedback received from the participants and the senior leadership of the company was that it was a unique development program specifically curated for the frontline leaders of Geojit and that it was –

- More practical than theoretical
- Skills oriented
- For several skills, the participants were provided with a toolkit that explained how it could be practiced at work.
- For each module, the participants were divided into teams and were asked to either discuss a case study or do a role play; this way they were well prepared to practice the associated skills at work.
- There were several exercises, case studies and role plays to ensure the full engagement of the participants, with the purpose discussed at the end to drive home the message.

The program and its associated processes and documents are uploaded at My Chrysalis SharePoint and integrated with Geojit’s learning platform:





Completed Intervention

New Upload Sync Share More ▾

<input checked="" type="checkbox"/>	Name	Modified	Modified By
<input type="checkbox"/>	20_AV Material	... 17 August, 2023	<input type="checkbox"/> Subham Sarkar
<input type="checkbox"/>	21_elearning	... 17 August, 2023	<input type="checkbox"/> Subham Sarkar
<input type="checkbox"/>	22_Mobile Learning	... 17 August, 2023	<input type="checkbox"/> Subham Sarkar
<input type="checkbox"/>	Process Documents	... 17 August, 2023	<input type="checkbox"/> Subham Sarkar
<input type="checkbox"/>	32_Timesheet_Geojit Day 1	... 6 October, 2023	<input type="checkbox"/> Farheen Khanam
<input type="checkbox"/>	32_Timesheet_Geojit Day 2	... 9 October, 2023	<input type="checkbox"/> Farheen Khanam
<input type="checkbox"/>	32_Timesheet_Geojit Day 3	... 9 October, 2023	<input type="checkbox"/> Farheen Khanam
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<input type="checkbox"/>	Collateral_Geojit Day 3	... 11 October, 2023	<input type="checkbox"/> Farheen Khanam
<input type="checkbox"/>	Day 1	... 5 October, 2023	<input type="checkbox"/> Farheen Khanam
<input type="checkbox"/>	Day 2 Geojit	... 9 October, 2023	<input type="checkbox"/> Farheen Khanam
<input type="checkbox"/>	Day 3 Geojit_220923	... 9 October, 2023	<input type="checkbox"/> Farheen Khanam
<input type="checkbox"/>	Diagnostic Report	... 18 September, 2023	<input type="checkbox"/> Rachyeta Dhar
<input type="checkbox"/>	Geojit_Group Coaching	... 6 December, 2023	<input type="checkbox"/> Farheen Khanam
<input type="checkbox"/>	Manager Orientation Deck_Cultivating Branches of Excellence	... 21 September, 2023	<input type="checkbox"/> Rachyeta Dhar

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