Empowering Change Agents:
Geojit's Innovative Leadership Program

Geojit and Chrysalis

Best Unique or Innovative Leadership Development Program

November 2024

Company Background

GEOJIT
PEOPLE YOU PROSPER WITH

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.
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
Employees	~80
Global Scale	Chrysalis is based out of India servicing and partnering with clients globally.
Customers/Output, etc. (Key customers and services offered)	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.
Industry	Human Resources
Website	www.chrysalis.in

Budget and Timeframe

Budget and Timeframe	
Overall budget	Rs. 57, 75, 000/-
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	6
Timeframe to implement	FY 2022-2024
Start date of the program	1st July 2022

Fit to the Needs

Geojit is one of India's most preferred investment services providers and a one-stop shop for all investment needs of our customers. It supports them in making wise investment choices and helping them achieve their long-term financial goals. Geojit's wealth creation journey encompasses offering a diversified mix of financial products and services, with advisory and personalized attention, to help its customers grow their wealth.

Through its commitment to helping customers create wealth, it paves the way for their financial well-being. We help our customers enhance their investing experience through our advanced platforms and products, top-notch services, research-driven recommendations and other pioneering innovations. With decades of market knowledge, research capabilities, advanced trading and investment platforms and a wide branch network, we continue to live our purpose of enabling customers create, protect and grow their wealth, and achieve long-term financial goals. Through our advanced trading and investment platforms, efficient customer service and a wide branch network, we cater to the investment needs of our clients.

Since the past 36+ years, we have been helping our retail investors in urban and semi-urban areas access the capital markets. We help our customers take charge of their investments, with guidance from our research team and with an excellent customer care service. With our Multi-channel Distribution Network and a Wide Service Bouquet, our clients can trade using the Internet, Phone, WhatsApp or through the branch network. We offer various trading and investment products and solutions, guidance from certified financial advisors to help clients find the right financial solution.

Geojit Financial Services is India's first retail investment services company to have stablished a presence in the Middle East, providing dedicated services through partnership.

Over FY2023, the world economy was gripped by an economic turmoil with high inflation, geopolitical turbulence, volatility in asset prices, disruptions in supply chain and other global challenges. The global economy witnessed its steepest slowdown and a year of uncertainty. However, the Indian economy continued to show resilience despite signs of moderation in growth and significant global challenges. Post-volatility in the first half, the Indian stock markets gained momentum in the second half and witnessed a resilient performance, despite the global macroeconomic uncertainty, unprecedented inflation, monetary policy tightening and market volatility. India continues to be seen as an attractive destination for foreign investments among the emerging markets.

The Changes in Business and Ways of Working

Notably, there is a paradigm shift underway in the Indian economy powered by the retail investor, building wealth for themselves and the country. A changing trend is evident as more and more investors from Tier 2 & 3 cities choose to participate in the capital market and in the India growth story, displaying the latent demand for accessible and affordable investment opportunities.

Leveraging our tech edge - India is fast changing the traditional broking industry with shifting business models and customer expectations. Technology is also a key differentiator in Geojit's customer service. As a creative innovator, we use cutting-edge technology to develop customized online trading platforms and other services. We have always been a tech-oriented organization – being the first to launch online trading in India way back in 2000.

Changing customer expectations - With customer expectations fast changing, we continue to invest in upgrading our trading and investment platforms and scaling technology infrastructure. We are also implementing process automation to reduce turnaround time across processes, and addressing client needs digitally and for financial planning.

Employee development – At Geojit, we strive to provide our employees with an inclusive workplace that helps them grow professionally and personally. We strive to provide equal opportunities for our employees with a focus on performance-based recognition and rewards, where the workforce is from diverse backgrounds, education and experience. Our focus continues to be on right hiring with due representation of the local population, development for better productivity and creating engagement.

Major Growth Drivers - In recent years, the Indian financial markets have undergone multiple changes and are subject to ever-changing trends that ultimately influence the financial markets. The following are some recent developments in the Indian financial markets:

- Rise of digital finance - Digital payment methods such as UPI, mobile banking, and e-wallets have expanded to rural areas of the country as a result of an increase in smartphone and internet penetration.

- Startup culture - Various government efforts have increased the number of recognized start-ups from 452 in 2016 to 84,012 in 2022 (as of November 30, 2022. These start-ups have been keen on getting excellent financial services, such as digital banking, insurance, and wealth management, thus paving the way for the growth of the financial services industry.

- Smaller cities and villages, known as the "next billion" markets, will drive the country's economic growth. The Tier-III through Tier-VI cities provide tremendous market potential for the financial services industry.

- Insurance sector growth drive - Digitization of India's insurance market is expected to increase the flow of long-term capital, global technology and international best practices, which would in turn support growth of the sector.

So, amidst the growth of the economy, the sector and the country, Geojit leaders expressed the need to upskill their senior managers on capabilities associated with accepting, enabling, and driving change. The senior managers are at the level of Branch Managers and Regional Managers and the need was to help them become future ready with marked market presence. The target audience was about 330 Branch Managers, 30 Channel Sales Managers, and 30 Regional Managers. These leaders are experts in their domain and product knowledge and had areas of development in behavioural capabilities pertaining to managing self, team, change, and results.

Geojit partnered with Chrysalis to drive a change in the mindset and capabilities of the senior managers that would enable them to become sharp-focused in their ways of working and managing teams. Once Chrysalis was onboarded, the key task upfront was to identify what capability areas would drive the mindset and capability shift and then custom content. This involved conducting diagnostics with various leaders at Geojit. To that effect, Chrysalis created the Diagnostics Support Sheet and the Diagnostics Agenda Sheet to structure the diagnostics conversations to obtain the most information from Geojit leaders and stakeholders in given timelines. A questionnaire of 10 questions was prepared for each attribute to structure the diagnostic conversations with leaders.

The purpose of diagnostics was:

- To get perspective of senior leaders on what are the challenges and enablers to business, and insights into achievements of vision.

- To capture the views from different levels on the changing face of People Managers, culture at Geojit, business imperatives, and people imperatives.

- To get an understanding on how the BMs and RMs can be better equipped with future skills to make them handle their roles and current jobs more effectively, keeping in with Geojit's values.

There were 4 One-to-One interviews with senior most leaders. There were visits to 10 branches, both top performing and bottom performing. There were 2 focused group discussions with the managers of the participants, 7 FGDs with the participants, and 2 FGDs with the reportees of the participants.

Once the diagnostics were done, the key objectives for the program were identified and categorized under:

- The State and their role
  - Key responsibilities and deliverables
  - Business strategy and key challenges

- Business operations and changes
  - 3 key values that people display
  - Challenges faced by teams
  - Workforce expectations

- The People and their team
  - Changes taking place in the way the business operates
  - Align business operations to meet organizational goals

- Customers and competition
  - Who is your customer
  - Process of acquiring new customer
  - Major competitors and their strategies
  - Opportunities and threats to business

During the Branch visits, the observations were made on the following lines:

- The branch and its working (Reality Check)
- Staff interactions with customers (Customer Angle)
- Working within Teams (Back Office Angle)
- Culture

Verbatim from Senior Leaders

THE VISION	CRITICAL TO ROLE	BUSINESS CHALLENGES	SUCCESSFUL MANAGER	THE TRANSFORMATION
• We will work for clients, not for us • Discourage "Make money at the cost of Customer" • People prosper with us • Take care of Clients interest, not Geojit's. • High Integrity, No compromise on service for the sake of profitability • Culture to built up the employees those who are with the organization	• How to trade – no expert needed. How to invest – needs expert advice • Quality of communication - When you talk to a client or write an email. • Capability of Advisory • Transactions happen when you interact with client • We need to recruit leaders or convert them into leaders • Performance Index, Sales force productivity per person is measured & reviewed, productivity on cost, what is the CTC , how much achieved • Confidence level to be up, Sales is persistence & perseverance, • New Recruitment Induction Training for 2 days, without product or culture knowledge	• Greed & Fear derive the business (Global Capital Market) • Difficult to get more new clients, easy to mis-sell product & service • We introduced internet trading to the market, but we could not take the market share • Young people concentrate on How to make more money quickly. • Competitors accept that Geojit is the best platform, but the client doesn't know and our people don't know. • We have not trained our people on handling HNI Clients. People still think that we are here for retail clients. • They are not very confident to talk to the Customer. • PI & CRM not used properly. • The only thing is that they are a little bit back for getting new customers.	• Integrity based entrepreneurship, hard working • It's basically your neighbourhood wealth manager. • Branch staff as expert • First impression is meeting the Branch Manager, The way you look indicates you are professional or not • BM needs to be motivated, enthusiastic, realise the potential, not to lose the focus, consistency of performance • People have become tech savvy, No need of personal presence in office for dealing with clients. • Building relationship client: Listen to clients needs and Goals, income and source of income, how much they can save. Risk taking capacity.	• Earlier Customers paid a brokerage as a consideration for broker's honesty. • Shift from traditional Broking to Advisory Model • Change in the mindset (Asking for Big Cheques) • Transforming from Broking Franchisee to a Financial Services Franchisee. • Shifted our focus to third party distribution of products. 25,000 bank branches have tied with Geojit. Need to capitalize on that kind of arrangement. • Commodity is a tool to get HNI Clients • Discount brokerage has already taken away the online business. • Future skills for Branch Manager will be Communication Skills, Train them on Services to new Generation needs.

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Verbatim from State Heads

THE STATE AND THEIR ROLE	THE ROLE OF PEOPLE MANAGERS	BUSINESS OPERATIONS AND CHANGES	MANAGING PEOPLE AND TEAMS	CUSTOMERS AND COMPETITION
• Drive, develop, handhold team, Deliver Goals, Sales Target, Profitability of Regions & Branches, Compliance • Branch expansion. It's the duty of the regional manager and state head to find out the locations, recruit people. • Trainings behavioral & product • Important role for the recruitment and hand holding and ensure their productivity. • Experimental, caring for people and empathetic	• How the branch manager and regional manager are giving service to our client. BM is responsible for all those queries and questions and complaints from customers. • Responsible for meeting all the targets given by the product heads. • Need to make sure that we are better informed than the client, otherwise the entire thing that we are financial advisor falls flat on its face. • Update knowledge of Staff, Client Servicing, Mentoring & Coaching people; Team cohesiveness, Built, Head & Motivate Team, Retaining Clients. • Branch managers & everyone should be in a position to address a crowd of 20-30 people. We should be able to build in that confidence	• For that business to happen, we need a database and new clients, so the focus is more on client acquisition which we face difficulty in. • Branch manager will be able to see one or two clients in a day, and assuming we do 50% of the conversion, we will not reach the target like the numbers are given to us. • We are also abreast of those kind of changes externally (Russia War) as far as the company is concerned or the company system and processes are concerned. • When we talk about sales, we are not feeding sales data to my sales people. • The attrition level that we are seeing is the highest challenge	• Team connectivity is very important for them also how they have to be connected with their subordinates. • Hand fold them at least for three months, take them along with them, talk to them. • To reduce the generation gap, transparency or communication is the most important. • Creating the sense of belongingness sense of responsibility and sense of ownership. It's a continuous process • Encouraging people to use the CRM and how they can get information from there. How to extract the data is something which everybody needs to learn and implement.	• You need to speak to outside people, and they should also embrace you as a financial adviser. • Youngsters require technology, but we are up to that mark. It is something that our people need to understand How to catch hold of this youngsters? • Competitors are more cost effective in for the customers and all the transaction charges are much less than you know conventional brokers like us. • Transaction execution platform which is technology side we are not in line with the Fintech companies which are heavily investing in technology.

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Verbatim from CM's and CSM's

THE BRANCH, THEIR ROLE AND BUSINESS OPERATIONS	SKILLS REQUIRED	CUSTOMERS AND COMPETITION
• Business development related to brokerage generation, insurance collection, mutual funds. • Visiting Branches, guiding new and old people and discuss about the context of business. • Retaining people, especially newcomers. • Online product training to new customers • Achieving targets • Try to implement the latest market revenue and trend in our region. • Take care of all commodity business, trainings and staff. • Teams' meetings with vertical heads and clients, weekly reviews.	• Product Knowledge and training. • Presentation Skills. • Skill to build a commodity market • Training for long career and to bring business. • Communication Skills. • Update the industry knowledge. • Retaining our staff and educating them with trainings and imparting skills. • Consistency and Loyalty.	• Customers with whom we were doing minimum business have already left during covid. • Business shifts due to zero brokerage. • CRM is poor. • Lot of Regulatory Bans.

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Verbatim from Participants- Branch Team

THE BRANCH AND THEIR ROLE	BUSINESS OPERATIONS AND CHANGES	SUPPORT REQUIRED	CUSTOMERS AND COMPETITION
• Account opening, Looking after insurance, mutual funds, equity, brokering • Getting new customers, how to approach the client, convince them to get into the market • Majorly deal with the back-office work and customers • Revenue part is with the dealer, so taking care of the revenue • Seniors are supportive and provide us information time and again	• Regular Client calls, account opening • Looking for retail customers • Dealing brokering is maximum online and we are at risk and we become third party • Clients are trading through online and not visiting branches • Most investors are only trading and not investing in stocks • When clients are in profit, we get more references from the same clients and that's how our business grows	• Product knowledge to discuss with the client and assure them about the business • Should know about the client and his status and then discuss about the business according to his income level • Market awareness- both World economy and Indian Economy • Should be aware of company's fundamental analysis • Confidence in front of the clients/ customers to tell them about the business • Customer Relationship, transparency, experience, confidence, knowledge	• References end after some time • Discount Brokers • When market is low, customers move out, instead of keeping patience • Taking approvals from Sales head and have to wait for a month or two. Client loses patience and move away and therefore; our target is not achieved • AMC charges are very high

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What we observed & heard from Branch Visits

MANAGING SELF	MANAGING TEAM	MANAGING RESULTS	MANAGING CHANGE
• RM: has no ownership for Branch Business, concerned about Compliance & Process Adherence • BM: Overall ownership lacking, Market Visit minimal, Business on Reference basis & Cross-selling, up-selling • Lack of organized approach in customer follow up in self and his team both • Communication barrier in handling sophisticated clients • BM was little bossy and trying to hijack the conversation while our team was talking to dealers (Mumbai Branch). He was guarded. • Work Life Balance is poor (As he is reaching home after 9 o clock and working on Saturdays • BM was cordial, courteous , had a friendly and respectful disposition.	• The general interactions among employees was informal but not cordial (pointing out mistake and non-cooperation). • Regular Interaction with teams, Challenges in Finding the right person and retaining them, Hierarchical Culture, Lack of Empowerment • Team interaction once a day. No informal meetings. • Juniors seeking help from seniors freely. Sharing knowledge and helping each other out. • Dealer not able to do more customer connect and trying to gain balance in business of other products and equity products. • Interactions among team members friendly. • BM presents its inability to give requisite trainings or mentoring to the team. • Positive work environment with mutual respect for each other. • Proud and have gratitude for Geojit for the learning they give in business.	• Told that Some of the employees are not aware of Targets and KRAs • Withdrawals by the customers are connected directly to the targets, so incentives are capped. • Need more marketing. • Business is low because of competitors on the ground floor. • Low salaries paid to Geojit employees and their discomfort in selling third party products, resulting high attrition. • Target based approach every financial year in branch. E.g.: Targets for Mutual Funds, Insurance, Equity, etc. • Money is not spent on repairable items in branch , though Rs.5000 rechargeable happy card is given to the branch. The unclean looks effect the marketing and impression of Geojit. • To acquire clients BM shells money from his own pocket.	• Post covid, customers are not visiting branch and trading is mostly done over calls/internet. • Walk-in mainly for account issues like to open new accounts or reactivating the account. • There is no Leads Management System (LMS) like competitors • BMs has less right to take the decisions. • Loss of trust with one branch effects the reputation of another branch in same city. • Meagre salary for office help and is unchanged for the last 7 years. • Difficult in customer retention because of high AMC and brokerage fee in comparison to the competition. • Telephonic conversation skills are important since most clients contact over calls. • Decision Making is Centralised - It should be decentralised • BM suggested scope of further improvement in business as a lot of untapped potential still exists.

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The following snapshot shows the Insights gained on the Senior Managers:

Based on the insights, the team arrived at the following learning model for the program:

Once the diagnostics report was shared with the senior leaders at Geojit, the next step was to identify the key themes of the program based on the learning model and how each theme could be aligned to Geojit competencies. The team looked at the following:

- Lens: The lens of Self, Changing Role, Team, Customers, and Results
- Themes: The key themes under each lens
    - o Self: My Mindset, My perspectives, My Capabilities
    - o Changing Role: Managing Change, Becoming Empowered, Showing Intra-preneurship
    - o Team: Build and Nurture Talent, Engage Talent
    - o Customers: Deepening existing relationships, Creating new relationships
    - o Results: Planning and Prioritization for Results Achievement, Developing s Results-Oriented Team
- The Definition of each theme
- The competency alignment of each theme
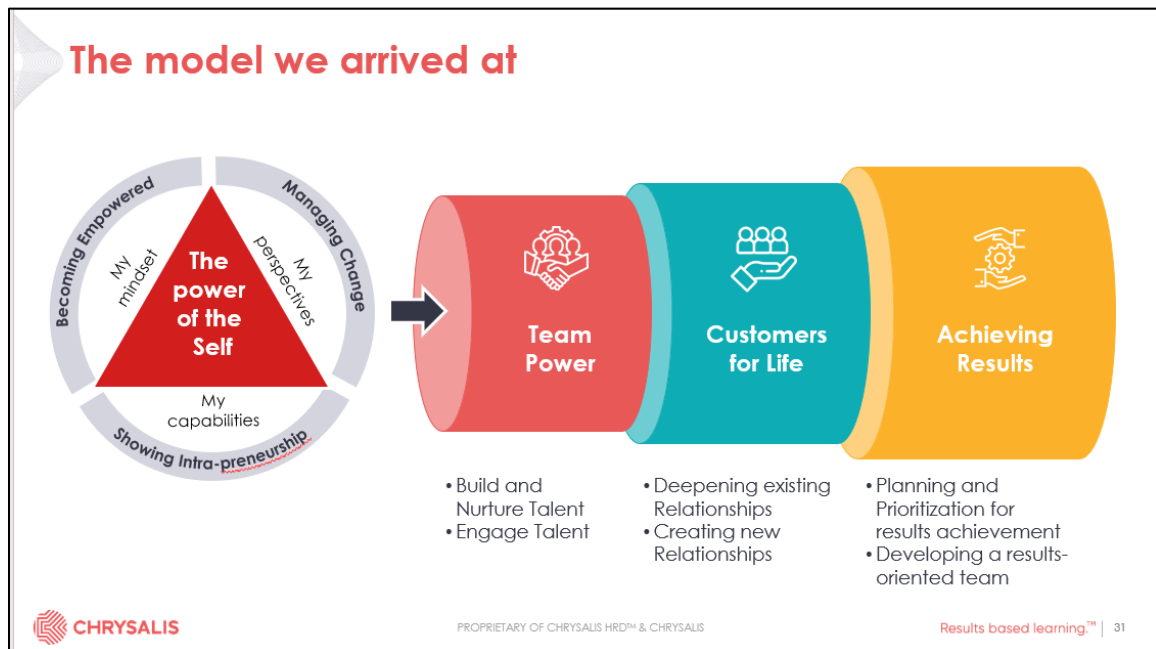
Design of the Program

Instead of following a generic design model, Chrysalis follows an exhaustive 22-step process from diagnostics to design to delivery so that the solutions are rooted in reality, have sustained interventions, with measurable impact. This approach to design and delivery enabled the solution to have the right mix of industry, functional, and behavioural context for Geojit's needs. For Geojit, this translated to improved learning quotient, increased knowledge, and improved business performance. For participants, it translated to improved mental and behavioural capabilities for higher performance expected. For Chrysalis to create the right impact while partnering with Geojit, they:

- Conducted organizational immersion the form of diagnostics
- Looked from a system thinking perspective – what impacts who at Geojit
- Defined the measurables that need to improve
- Defined additional considerations beyond initial solution
- Quantified the change that capability building will bring about

Before designing the Classroom program, Chrysalis first designed the blueprint of each day-Classroom. In a blueprint, one gets to see how the 8-hours will play out in the session where the entire session is divided into 5 minute segments.

The Execution

Day	Learning Model Component	Key Theme	Time	Probable Content	Methodologies
1	Power of Self	My mindset	2 hrs	Understanding What is Mindset, Analyse my Current Mindset: Key Enablers & Obstacles; Developing Growth Mindset	Instructor Led Discussion (ILD); Introspection Activities; Activity
1	Power of Self	My Perspective	1.5 hrs	Geojit current Business Focus; How is my role helping in getting the Business Results; Problem Solving Approach	Instructor Led Discussion; Appreciative Enquiry; Activity
1	Power of Self	My capabilities	1.5 hrs	Understanding the Expertise, Experience & Skills required in your role; Skills & potential to achieve desired outcomes.	ILD; Short Video; Activities
1	The Changing Role	My Changing Role • Managing Change	2 hrs	Understanding Changes in Business Environment; My response to Change; Change as a Catalyst to my Growth; How to respond to Change; Learning from Experience	ILD; Story Telling; Introspection Activities

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The Execution

Day	Learning Model Component	Key Theme	Time	Probable Content	Methodologies
2	The Changing Role	Becoming Empowered	1.5 hrs	Understanding What is Empowerment; Taking Ownership & Responsibility; Things I can Influence	ILD; Story Telling; Introspection Activities
2	The Changing Role	Showing Intra-preneurship	1.5 hrs	Understanding what is Intra-preneurship; Owning My Branch, My Region	ILD; Case Study; Activity
2	Team Power	Built & Nurture Talent	2.5 hrs	Understanding the importance of Hiring Right; Interviewing Right while hiring talent; Providing resources & opportunities for talent; Goal Setting & Coaching for Performance;	ILD; Role Plays; Activities
2	Team Power	Engage Talent	2 hrs	Understanding Talent Engagement; Respect & Empathy: Strengthening Mental & Emotional connection; Providing the larger picture, where do they fit in	ILD; Case Study; Activity

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The Execution

Day	Learning Model Component	Key Theme	Time	Probable Content	Methodologies
2	Customers for Life	Deepening Existing Relationship	2 hrs	Understanding what is Customer Relationship Management; Building Trust and making a strong relationship; Customer Solutioning	ILD; Story Telling; Role Plays and Activities
3	Customers for Life	Creating New Relationships	2 hrs	Interacting Confidently with Prospective Customers; Solution Selling & Establishing Relationship with Customers; Utilizing CRM Tools at Geojit	ILD, Role Play, Activities; Demonstration of CRM Tools
3	Achieving Results	Planning and Prioritization for results achievement	2 hrs	Understanding the importance of Planning & Prioritization Application of Planning & Prioritization at workplace; Adjust priorities to get the desired results.	ILD; Case Study; Introspection activities
3	Achieving Results	Developing a results-oriented team	2 hrs	Having the right mindset across the team; Establish a result-oriented culture; Coaching for Performance	ILD; Role Play; Activities

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Based on the learning model and plan, the program was a 3-day program. The intervention was well-spread over across 2 months with each participants having to complete 3 milestones

Since this was an intervention for the Senior Managers, it was crucial that they get opportunities to assess themselves, in terms of personalities in relation to their work and working style. Geojit and Chrysalis identified two key psychometric assessments for this intervention, which all the participants underwent before they kickstarted the MDP journey.

1. Factors+Assessment: This is a personality assessment by Talogy, with 54 statements that have to be rated on a Likert scale of 1 to 7. This assessment explores the participants' preferences in relation to their work style and also what drives their behaviour at work.

2. Logiks Assessment: Again by Talogy, this assessment is an Ability Test that explores how participants process and reason with different kinds of information, such as verbal, numerical, and the more abstract and non-verbal type. This assessment has three sections and is timed at 12 minutes with 4 minutes assigned to each section with a total of 50 questions.

The following analysis were done on the assessments and basis that the design of the program was created:

Overview of the Analysis

- The group has **lower than average cognitive ability**
- Most important strengths lie in the **Customer cluster**
- Most important development areas lie in the **Self cluster**
- The group will **find it hard to manage teams** , especially **during situations of Change**
- **Highest rated factor** was observed to be "Drive and Persistence" from **Result** Cluster
  - The group is ambitious and willing to persist with goals /agendas that will make them successful
- **Lowest rated factor** was observed to be "Analysis and Problem Solving" from **Self** Cluster & "Self Reliance" in the **Change** cluster
  - The group finds it hard to bring systematic and deep analysis to problem definition and solution evaluation. This is in agreement with their lower-than-average cognitive abilities
  - The group relies heavily on monitoring and instruction, finding it hard to decide and direct by themselves
- **Individuals in 0-7 years and 21+ tenure ranges scored higher** on the Customer cluster than others. It may be important to assess if the levels in between are sufficiently empowered about impacting customer goals
- **Channel Sales Manager (CSM role) role holders performed the lowest** on the **Results** Cluster as compared to others.

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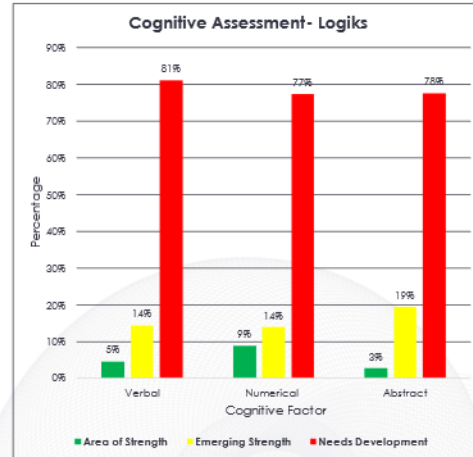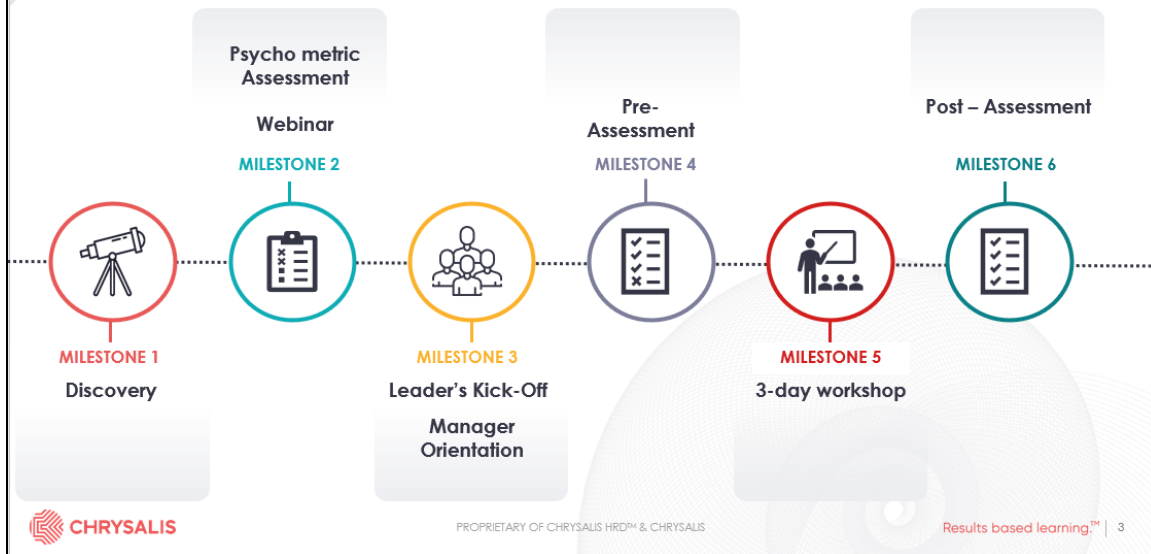Once the assessments were completed, the participant embarked on the following learning journey:

1. Leader's Kick – Off and Manager Orientation: Once the learning journey was created, the Managers of the participants were aligned to the journey through an Orientation Webinar. The manager of a participant is the best person to observe the shift in behaviour and capability change during a learning journey. Therefore, in the Manager's Orientation Webinar, the managers came to know what is the journey their team members will be embarking upon and the role that they would play in this journey. Before this, there was a 30-minute talk session by a senior Geojit leader. We have seen that when participants hear directly from the leaders about their own journey, there is a greater buy-in and engagement from participants because then the learning journey is not simply a push from HR or L&D.

2. Pre-Assessment - Administration of a pre- intervention assessment was done to evaluate current levels of knowledge and skills of the participants. The assessment was done on online and provided the facilitator with a clearer understanding of their skills and later helped towards a successful assessment of the learning results.

3. 3-Day Workshop - The workshop was driven by case studies and roleplay and examples that were rooted in the reality of Geojit.

4. Post-Assessment - It was important that the intervention should result in each participant taking home some tangible learning. Towards this purpose, a post intervention assessment was conducted to assess levels of enhanced knowledge or skills in relation to the topic of the intervention. This assessment was again done online, similar to the Pre Assessment.

Day 1 of the program started with the Self Lens. Participants had time to reflect on the changes that have been happening around the world, around the country, in its economy, and therefore in the securities business. This transitioned into what happens if leaders do not adapt to change and therefore lose their relevance. Participants underwent a self reflection journey and created a self-reflection toolkit. The topic then moved onto Growth Mindset, what it means, and its importance at Geojit. This topic was covered through slideshow, videos, and activities. The day ended with the topic of Perspective, what it means, how does it tie into future capabilities and then what is the connection between future capabilities and intra-preneurship.

The Changing Industry: Security Business

- The Key Players in the industry
- The regulators
- Governance of securities business
- Cryptocurrency in India
- Online Platform realignment

Securities Market
- Industrial Securities Market
  - New Issue Market
  - Secondary Market
    - Organised Stock Exchange
      - Bonds
    - Over-the-Counter Market
      - Equities
      - Preference Shares
- Government Securities Market
  - Over-the-Counter Market
    - New Issue market
    - Secondary Market

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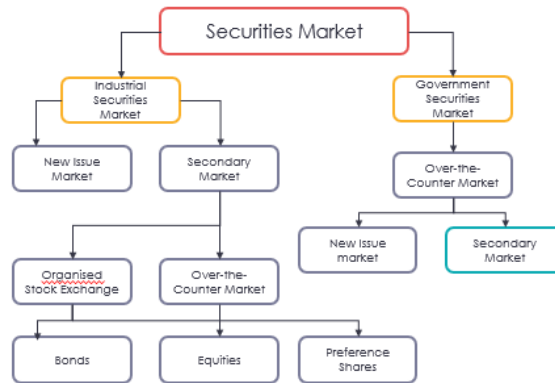
Self Reflection – Leader's Toolkit

I have been a good leader so far because	The changes that will impact me as a leader in the next two years	The things I will need to adapt to	How will I do it?

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What stops us from practicing growth mindset

BELIEF
Existing Beliefs and Biases

CHALLENGES
Inability to look for opportunities

OBSTACLES
Lack of Knowledge

EFFORT
Mental and Physical Fatigue

MISTAKES
Being Self Critical

FEEDBACK AND CRITICISM
Lack of a learning mindset

SUCCESS OF OTHERS
Making Comparisons

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The Obstacles in Building Perspective

OBSTACLES IN BUILDING PERSPECTIVES	ENABLERS IN OVERCOMING OBSTACLES
Fear	Explore & Address
Insecurity	Develop Intend
Lack of Trust	Discipline your Mindset
Personal Involvement	Overcome Biases
Arrogance	Choose Humility

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Day 2 for the participants was all about Team Power – nurturing, building and engaging talent.
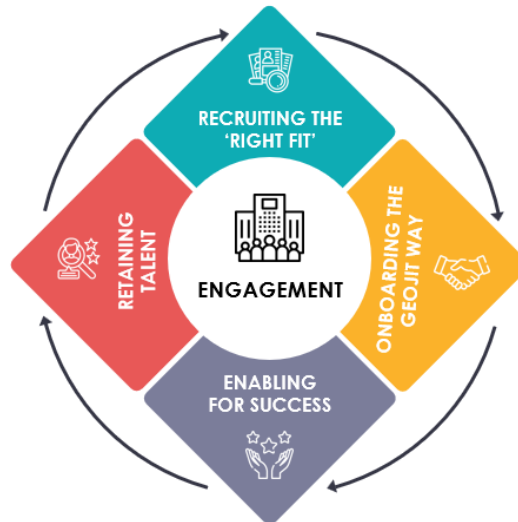
On Day 3, the participants deep dived into the Customer for Life lens and Achieving Results lens. They understood the organic growth of customer service to customer centricity to customer value. Through roleplays and toolkits, they were able to demonstrate how to create value for existing customers and new customers. The day ended with the topic on Results wherein participants were given a framework to work upon. The framework gave them anchors on what to base their results conversations on with their team members.

The Journey from Customer Service to Customer Value

EXPERIENTIAL
The focus is creating unique, personalised experiences and is in the long term — Customer Value

RELATIONAL
The focus is on personalization and is in the medium term — Customer Delight

TRANSACTIONAL
The focus is on bare minimum and is in the here and now — Customer Experience

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How do you build new client relationships

Playing the right Card

We ran this program for two years, few batches in 2022-2023 and quite a few batches in 2023-24.

Delivery of the Program

Delivery – To cover a universe of 398 (FY 2022-23) and 54 (FY 2023-24) participants across India, the participants were divided into 27 batches across 15 locations with 6 facilitators managing the rollout. The Manager Orientation, Pre and Post Assessment were managed by the Program Managers from Geojit and Chrysalis.

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Lerning Journey _ Geojit
The Manager Development Program

Project				
Milestone of the Project	Total No. of Participants	Completed	Not Completed	Completion %
Factors + Assessment	398	338	60	85%
Logiks Assessment	398	331	67	83%
Total (Factors + & Logiks Completion Status)	796	669	127	84%
Webinar Status	398	279	119	70%
Total Number of Participants	449			
Dropouts	51			
Active Universe	398			
100% Journey Completed	224			
60% to 99% Journey Completed	167			

Milestone of the Project	Completed	Not Completed	Completion %
Pre-Evaluation	350	48	88%
Classroom 1	395	3	99%
Classroom 2	398	0	100%

Dashboard | Master Report | LEMS | Participants Feedback Forms | Pre Assessment

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Learning Journey _ Geojit
The Manager Development Program

Project				
Milestone of the Project	Total No. of Participants	Completed	Not Completed	Completion %
Logiks Assessment	58	54	4	93%
Factors + Assessment	58	54	4	93%
Total (Factors + & Logiks Completion Status)	116	108	8	93%
Webinar Status	58	36	22	62%
Total Number of Participants	58			
Dropouts	0			
Active Universe	58			
100% Journey Completed	34			
85% to 99% Journey Completed	17			

Milestone of the Project	Completed	Not Completed	Completion %
Pre-Evaluation	54	4	93%
Classroom 1	55	3	95%
Classroom 2	55	3	95%
Classroom 3	55	3	95%
Post- Evaluation	54	4	93%
Feedback Form	53	5	91%
LEMS	53	5	91%
Classroom Details			

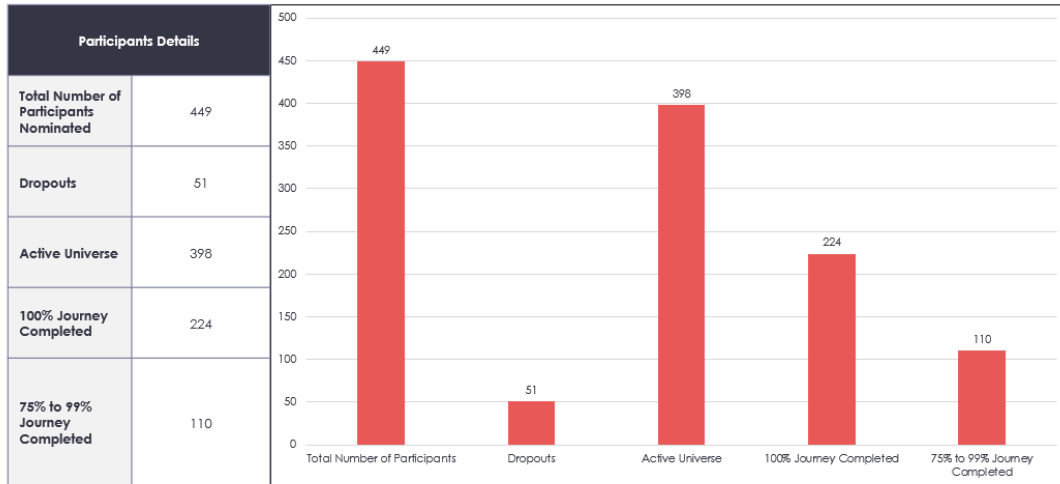Dashboard | Master Report | LEMS | Participants Feedback Detailed | Pre Assessment | Post Ass

Overall Journey Completion

398 participants	3 milestones in 7 weeks	224 participants completed 100% of the journey	110 participants completed more than 75% to99% of the journey	Overall Feedback of 4.77
398 participants underwent the journey	The intervention was well-spread over across 2 months with each participants having to complete 3 milestones	224 participants completed 100% of the journey which is **56%** of the target audience	110 participants completed more than 75% to 99% of the journey	The overall feedback was 4.77, which was filled by 369 participants

84% of the participants completed 75% of the journey

Overall Journey Completion

58 participants	4 milestones in 4 weeks	34 participants completed 100% of the journey	17 participants completed more than 75% to99% of the journey	Overall Feedback of 4.75
58 participants underwent the journey	The intervention was well-spread over across 1 month with each participants having to complete 4 milestones	34 participants completed 100% of the journey which is **59%** of the target audience	17 participants completed more than 85% to 99% of the journey	The overall feedback was 4.75, which was filled by 53 participants

88% of the participants completed 85% of the journey

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Overall Participants Details

Participants Details	
Total Number of Participants Nominated	449
Dropouts	51
Active Universe	398
100% Journey Completed	224
75% to 99% Journey Completed	110

Overall Participants Details

Participants Details	
Total Number of Participants Nominated	58
Dropouts	0
Active Universe	58
100% Journey Completed	34
85% to 99% Journey Completed	17

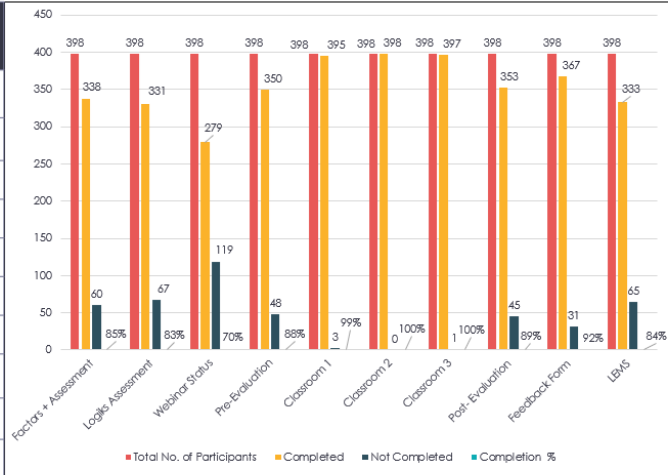CHRYSALIS

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Overall Project Milestone Details

Milestone	Total No. of Participants	Completed	Not Completed	Completion %
Factors + Assessment	398	338	60	85%
Logiks Assessment	398	331	67	83%
Webinar Status	398	279	119	70%
Pre-Evaluation	398	350	48	88%
Classroom 1	398	395	3	99%
Classroom 2	398	398	0	100%
Classroom 3	398	397	1	100%
Post-Evaluation	398	353	45	89%
Feedback Form	398	367	31	92%
LEMS	398	333	65	84%

Overall Project Milestone Details

Milestone	Total No. of Participants	Completed	Not Completed	Completion %
Factors + Assessment	58	54	4	93%
Logiks Assessment	58	54	4	93%
Webinar Status	58	36	22	62%
Pre-Evaluation	58	54	4	93%
Classroom 1	58	55	3	95%
Classroom 2	58	55	3	95%
Classroom 3	58	55	3	95%
Post-Evaluation	58	54	4	93%
Feedback Form	58	53	5	91%
LEMS	58	53	5	91%
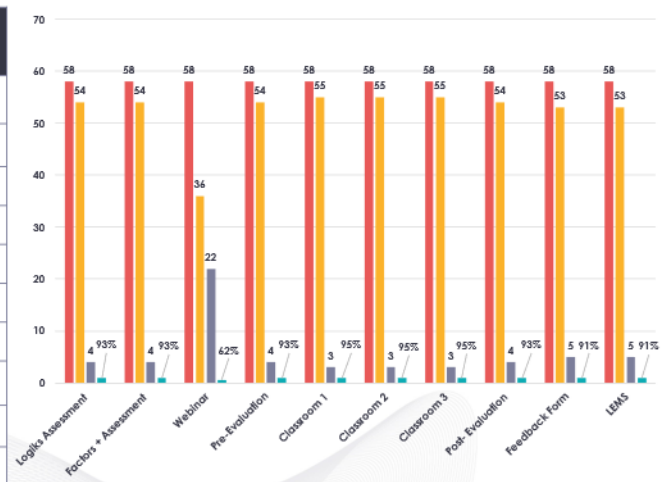
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Training employees to adapt and embrace change management projects empower leaders and employees to successfully navigate change, minimize operational disruption, and fight change fatigue. What worked with this learning intervention was the seamless execution and communication between Geojit and Chrysalis program managers. Rollout plans were created well in advance. Completion status was shared in the form of dashboards with the participants as well as their managers who could intervene when necessary. Reminders and follow-ups in the form of engaging mailers were sent to draw attention of the participants. Geojit and Chrysalis worked on change management and adoption techniques through the following:

1. Fights resistance to change

People don't like change. Unless they understand the benefits of undergoing the change, they'll be reluctant to take an effort to adopt innovation.

2. Addresses change fatigue

Change fatigue is a challenge that often comes to replace resistance to change. Even if you manage to overcome initial resistance, it's difficult to maintain employee engagement and motivation throughout a prolonged period of change. Therefore intervention of leaders, communication on wider platforms helped.

3. Minimizes operational disruption

We were able to identify risks that come with different change initiatives and develop strategies to minimize those risks. This way, leaders and employees are prepared to handle potential disruptions and keep operations running smoothly.

4. Fosters collaboration

A successful change strategy involves multiple stakeholders and often requires cross-departmental collaboration. We helped participants and their managers understand their role in this collaboration, take ownership of the project, and get more motivated to work together towards a common goal.

Measurable Benefits

The key differentiators of these programs are:

Scale of coverage: In **MDP**, after dropouts, in an active universe of 452 participants, **87% of the participants have progressed beyond 75% completion in the journey with 57% completing** their learning journey.

Linking new-age niche skills with traditional sales and service skills: Off-the-shelf Sales and Service programs equip learners with tools and techniques, but they do not build long-term recall value since the programs are not contextualized to learner's role and organization. The **bespoke programs by Chrysalis were relevant and rooted to Geojit's landscape,** hence have greater recall value, thereby having greater applicability value.

Structure of the Learning Journey: Many diverse skills were covered in the learning journey such as Team management, Growth mindset, Time management, Emotional Intelligence, Client interaction, Customer service, Client acquisition. Typically, if learners learn these skills in individual workshops, then they tend to forget how it all ties together in their day-to-day work. With a sustained learning journey where learners were invested in it for 2 months, the effectiveness was greater because the skills/knowledge were not imparted in isolation.

Feedback score: An **overall feedback score of 4.7 (MDP) and 4.8 (Cultivating Service Excellence-so far)** from participants indicates that they felt the program made a difference in how they look at their work. A high feedback score as this points towards **high engagement of** learners which translates to better **employee engagement at Geojit.**

Improvement in knowledge scores: In **MDP,** The LEMS score shows an average of **16% improvement** amongst all batches – with some batches showing improvement as high as **30-40%**
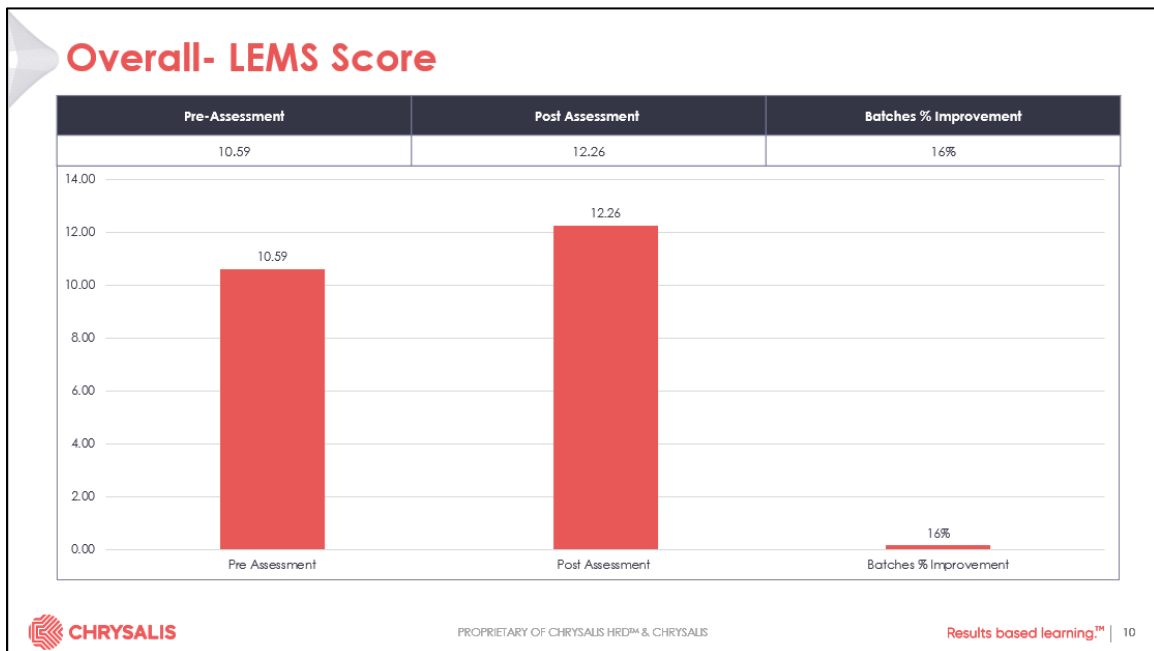
An internal survey was conducted by Geojit HR with key stakeholders as well. What we have heard from Geojit Stakeholders (State Heads and Regional Managers):

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.
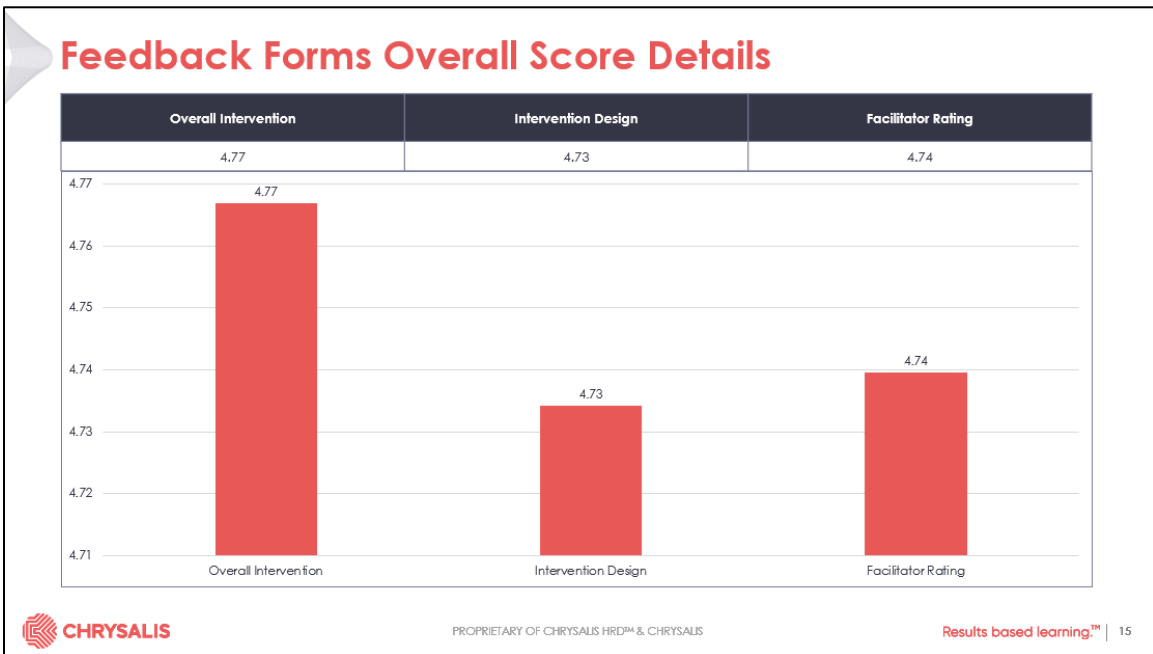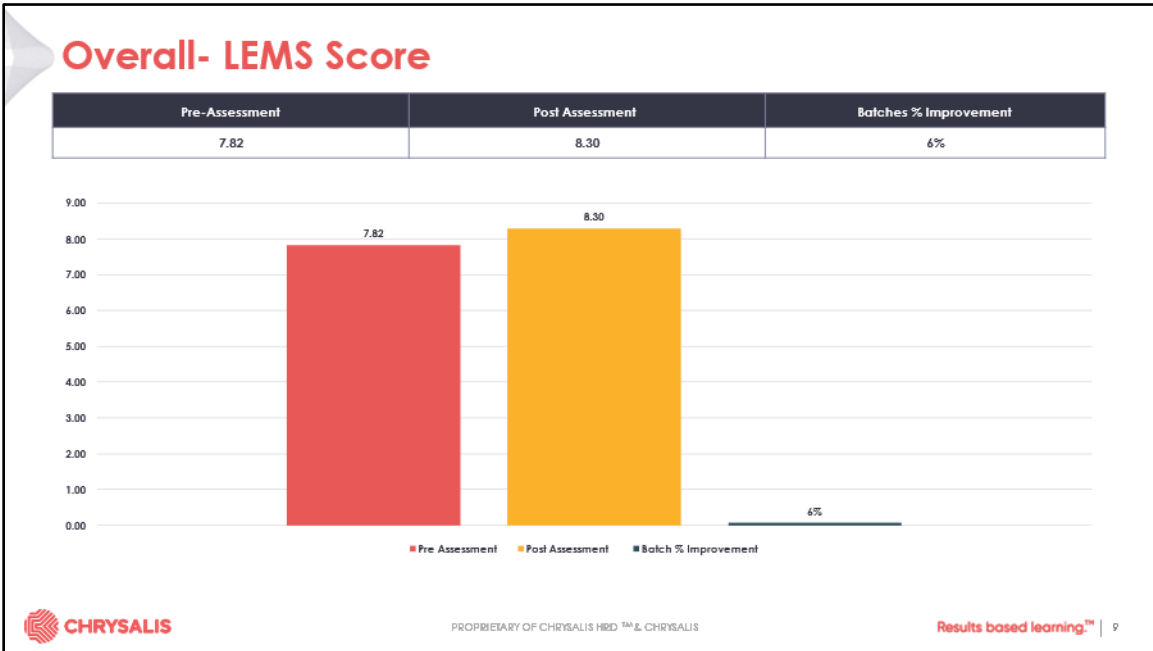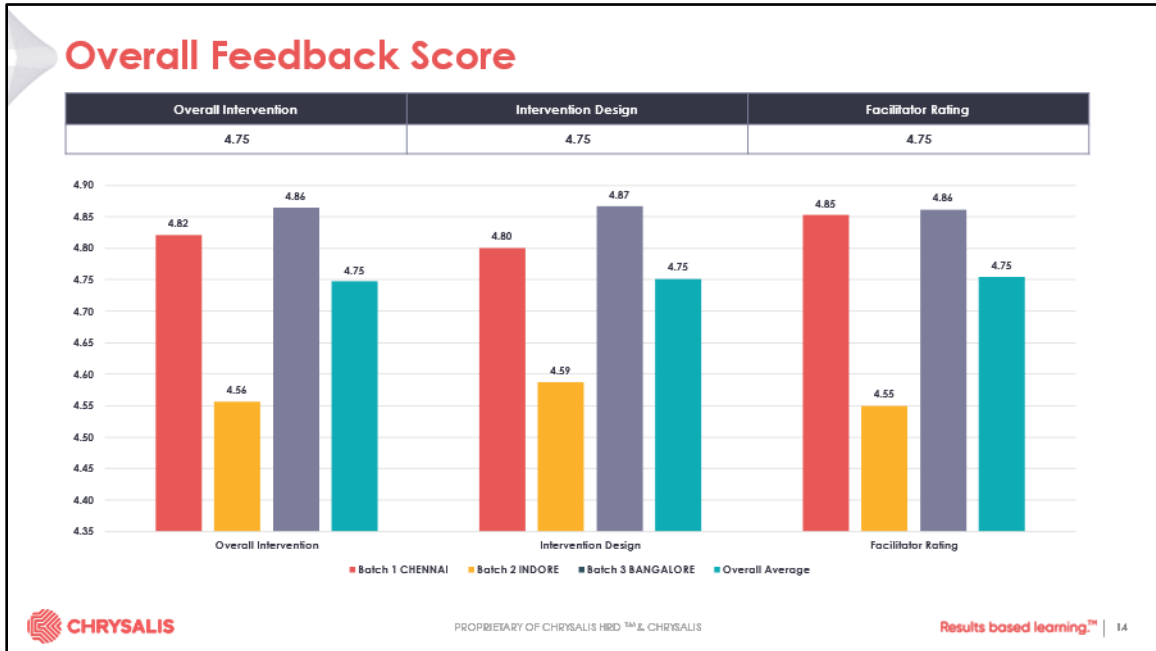
- **47% of the respondents** were of the opinion that there is **marked improvement** in the team, post the training.
- **50% opined that they have seen improvement to a certain extent. 3% saw no impact.**
- 44% of the respondents said that **Managing Team is where they have seen significant progress**, post training.
- When asked which the area where they have not made any significant process, 44% of the respondents mentioned Managing Competition/Market.

Overall- LEMS Score

Pre-Assessment	Post Assessment	Batches % Improvement
10.59	12.26	16%

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Overall- LEMS Score

Pre-Assessment	Post Assessment	Batches % Improvement
7.82	8.30	6%

Pre Assessment — Post Assessment — Batch % Improvement

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Feedback Forms Overall Score Details

Overall Intervention	Intervention Design	Facilitator Rating
4.77	4.73	4.74

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Overall Feedback Score

Overall Intervention	Intervention Design	Facilitator Rating
4.75	4.75	4.75

Chart legend: Batch 1 CHENNAI, Batch 2 INDORE, Batch 3 BANGALORE, Overall Average

Overall Intervention: 4.82, 4.56, 4.86, 4.75
Intervention Design: 4.80, 4.59, 4.87, 4.75
Facilitator Rating: 4.85, 4.55, 4.86, 4.75

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Learning takeaway

Team Management	Self Motivation
Growth Mindset	Time Management
Balancing and Prioritizing things	Hiring Talent
Emotional Intelligence	Customer Service for existing and new clients
Client Interaction	Acquiring new clients

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Learning Takeaway

Importance of monitoring & supporting team	**Growth Mindset**	**Why Self-reflection is Needed**	**How to prioritize my tasks for the best outputs**
How to retain employees	**Shift from Fixed to Growth Mindset**	**Why Customer Centricity is important**	

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What we heard from the participants

All the sessions were – **GREAT!**

Overall, an insightful session

Lots of learning and proven concepts, **insightful and informative**

More videos can be included

It was a great **learning** experience

Extremely **interactive** session!

Very **innovative and practical** session!

NEW SKILLS learned and can be applied **in the day-to-day work**

The discussions were very **STRUCTURED,** and concepts were well explained

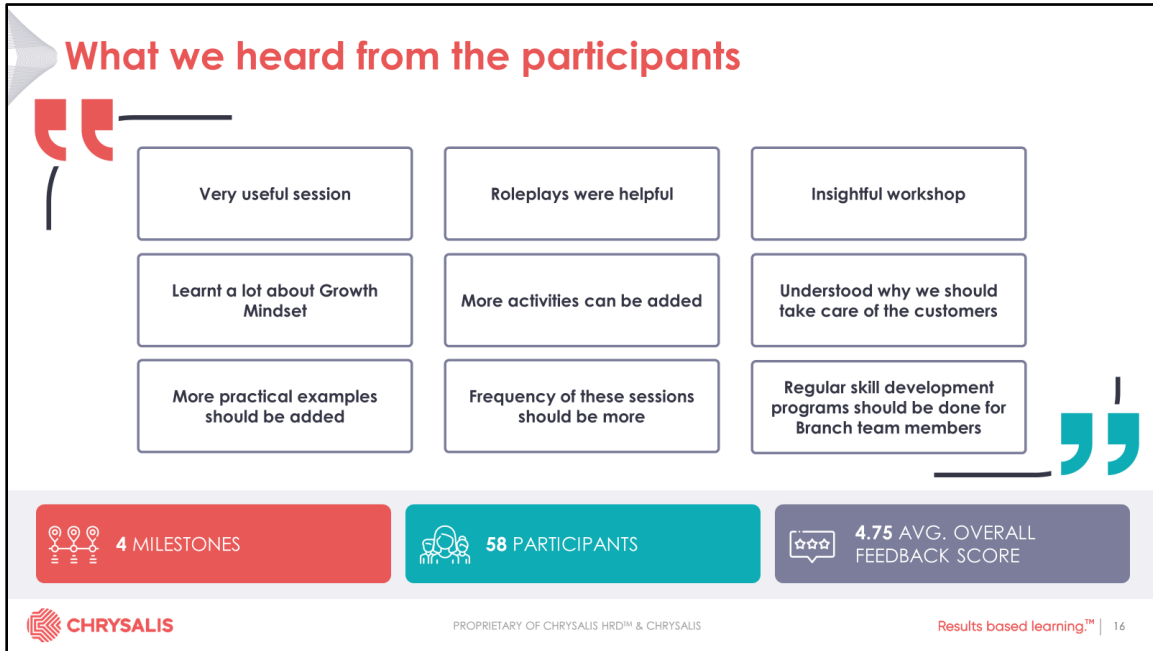More frequent Interventions like this would be **beneficial**

More **Business-related case-studies** will help

3 MILESTONES

449 PARTICIPANTS

4.77 AVG. OVERALL FEEDBACK SCORE

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What we heard from the participants

Very useful session	Roleplays were helpful	Insightful workshop
Learnt a lot about Growth Mindset	More activities can be added	Understood why we should take care of the customers
More practical examples should be added	Frequency of these sessions should be more	Regular skill development programs should be done for Branch team members

4 MILESTONES   **58** PARTICIPANTS   **4.75** AVG. OVERALL FEEDBACK SCORE

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All these details and data were shared with Geojit by Chrysalis in the project-end report and presentation.

Overall

There were some challenges and highlights that have given us insights into improvement areas for the next set of intervention.

Process:

- Punctuality across all groups was positive and all the Classrooms started on time
- Planning the entire schedule in advance and adhering to it, helped create the focus on the interventions
- Not receiving the batch list prior to the batch had people coming directly for day 2 and day 3 hence the difference in numbers in days for some batches

People:

- Support from the Geojit HR helped in ensuring a seamless execution and maximum participation
- Participants were receptive towards the concepts and could relate to all the topics and their application in their day-to-day work
- Participants were interactive and ensured no usage of phones during the session
- The completion of the assessments was high in the beginning, but had to pushed towards the latter half

Facilitator Insights:

- Content was well designed and the ease of transitioning from one concept to the other was smooth
- Participants were involved and keen to learn and apply the concepts
- Very interactive participants,
- Participants found STAR & Time Management techniques very efficient & relevant
- Some participants found it difficult to understand English/Hindi
- Practice and Refreshers should be added to the journey

Recommendations Going Forward:

- Group Coaching to be added to the journey to drive results-based learning
- Obtain feedback from managers of the participants and directs reports to see the improvement

Talent management parameters such as recruitment, retention, and development are critical as ours is a people and technology driven business. Market demand for skilled labour is very high, hence continuous investment in growth and development of employees is pertinent. Inability to retain talent can impact the Company's performance.

The company's efforts towards workforce welfare and development directly coveys its resolute commitment towards the upliftment of employees and will help the company to align the employees with the growth of the company. We invest in initiatives to promote learning and development, performance support, career growth, engagement, diversity and inclusion at the workplace. At Geojit, we have developed multiple training modules to cater to the training needs of each function.

We have invested in digital collaboration tools and have adopted an online and progressive learning ecosystem to engage with the workforce. Geojit continues to evolve ways to engage and cross-skill or upskill employees in emerging technologies and skills that are in demand or may potentially come in demand given the evolving business models and customer needs. Geojit understands the needs of newer generation and strives to offer a work culture that excites and provides greater autonomy and empowerment.

Reference: The program material and artefacts reside on Chrysalis SharePoint.

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