



NEQSOL Holding Accelerates Future Leaders Through Multi-Dimensional Dev.

NEQSOL Holding

Best Use of a Blended Learning Program

November 2024



Company Background



Company-at-a-Glance	
Headquarters	AZERBAIJAN BAKU
Year Founded	(Insert text here)
Revenue	(Insert text here)
Employees	10K
Global Scale (Regions that you operate in or provide services to)	(UK, the USA, Turkey, Azerbaijan, Ukraine, Georgia, Kazakhstan, the UAE and more.)
Customers/Output, etc. (Key customers and services offered)	(Insert text here)
Industry	Oil&Gas, Telecommunications, Hi-tech, Construction
Stock Symbol	(Insert text here)
Website	www.neqsolholding.com



Budget and Timeframe

Budget and Timeframe	
Overall budget	(Insert text here)
Number of (HR, Learning, Talent) employees involved with the implementation?	5
Number of Operations or Subject Matter Expert employees involved with the implementation?	8
Number of contractors involved with implementation	5
Timeframe to implement	1 year
Start date of the program	January 2023

Fit to the Needs

About NEQSOL HOLDING: With a rich tapestry of enterprises under its banner, NEQSOL Holding stands as a beacon of diversified excellence, weaving together leading industries including oil and gas, telecommunications, high-tech, and construction. Our global footprint stretches from the UK to the USA, encompassing Turkey, Azerbaijan, Ukraine, Georgia, Kazakhstan, the UAE, and beyond. With over two decades of pioneering achievements, our companies unite under NEQSOL Holding to forge a dynamic, multi-industry portfolio powered by strategic synergy and management prowess. Our vanguard positions in various markets are testament to our unwavering expertise and expansive experience. As an international conglomerate, we take pride in our professional cadre of over 10,000 employees, viewing human capital as our paramount asset.

Our forward march into new territories and sectors is guided by our commitment to enriching HR practices, aimed at fostering talent to meet NEQSOL's lofty goals.

HR Strategies: At the heart of NEQSOL Holding's ethos is the HR mission to attract, nurture, and preserve talent, ensuring a perpetually high-performing team. Our HR policies are meticulously crafted to offer unparalleled work experience, setting clear objectives for our workforce.

Central to our strategic vision is leadership development, essential for sustaining NEQSOL's talent pool and ensuring a robust succession pipeline. We empower our talents



by encouraging innovation, stretching their capabilities, and providing a fertile ground for growth through equitable compensation, career opportunities, and a nurturing environment.

Business Need:

Rapidly changing environment, local and global expansion plans, diversified industries, short & mid-term business priorities mentioned briefly above are the drivers that foster the importance of Leadership Development in NEQSOL Holding.

All these growing organizations and rapid expansion in different geographies have made it vital to develop leaders and to establish a healthy and sustainable back up system for existing and possible roles. Looking back to NEQSOL Holding's history, there is a rapid expansion of the Holding within the three last years and it will continue to robust growth by acquiring new businesses in different sectors and countries. And 2 major challenges during this expansion are:

- Financial assurance which we successfully address due to NEQSOL Holding's current status and business reputation
- The second one is human capital. There is a crucial need for competent high-level executives and senior managers filled with internal professionals and internal successors.

Leaders are playing a crucial role to drive growth and support sustainability of NEQSOL Holding. That's why Group's focus is to equip leaders with leadership capabilities to have sustainable financial performance and leadership quality.

Besides, The Group has used the support of expat executives for many years in this dynamic structure and ever-growing organization, especially in critical sectors such as technology where talent is much needed. Development of future local leaders to these critical positions in senior roles has been one of the important priorities. Of course, while having key talents from international talent markets in critical roles is still significant for different perspectives, this was one of the critical focus areas in leadership development in terms of the motivation and commitment of local managers.

Overview

This application covers the whole process and results of **The Leadership Excellence and Acceleration Program (LEAP)** a blended leadership development program enriched with various methods in order to support the overall leadership and succession plans for NEQSOL Group.

Background:

Leadership Development at NEQSOL Holding starts with a structured Succession Management System called "Succession Readiness Program (SRP).



“Succession Readiness Program” as an annual process on the leaders NEQSOL Holdings needs, to establish a solid succession pipeline, to identify talent & leadership development priorities and action plans and to help the leaders to support & develop them. This is the first program applied within that scope and structure for NEQSOL Companies and a very important strategic step to create synergy and a culture of common leadership within the Group.

“It has designed and structured in a way of a highly advanced talent management practice from defining strategic business needs to meeting individual development needs, from designing cross functional movements to measuring the effectiveness with the strong participation and commitment of top management team to the process.”



Picture 1: Main targets of SRP Process

Main targets of “Succession Readiness Program” are as follows:

- Align the future leadership needs with the availability of current human resources within the Group.
- Determine emergency, short and mid term successors for Holding and Company level positions,
- An ongoing supply of developed, broadly experienced, people who are ready and able to step into key positions as needed,
- Create a common culture and utilize the potential for cross functional mobility, new opportunities



Picture : SRP Brochure

Leadership roles have critical influence in all strategic objectives and expansions of the Group and are the backbone of the operations carried out. Therefore, the development and succession of these roles within this dynamic structure is a very significant priority for the HR strategies.

The process started in January, 2019. Based on the results of SRP, a comprehensive leadership program was designed and put into practice in 2020. It is called NEQSOL Leadership Journey Program.

Need for The Leadership Excellence and Acceleration Program (LEAP)

To build on the successful foundations laid by the Succession Readiness Program, NEQSOL Holding recognizes the emergent need for a novel initiative aimed at cultivating the next generation of leadership talent. This initiative, designed for young leaders earmarked as future senior executives, is envisioned to propel NEQSOL's leadership development into new heights.

The new Program is called The Leadership Excellence and Acceleration Program (LEAP) The primary goal is to prepare these promising individuals (n-3) for leadership roles, ensuring they possess the skills, knowledge, and mindset required to navigate the complexities of our diverse business landscape effectively. It started in late 2022 for design and implemented as of 2023 January.

By strategically addressing the need for a new program for young leaders, NEQSOL Holding is poised to reinforce its commitment to leadership excellence and succession



readiness, ensuring the organization's enduring success and adaptability in the face of future challenges.

Ultimately, the success of a leadership development program is reflected not only in the achievement of these specific goals but also in the sustained positive impact on the organization's culture, performance, and adaptability to change which will be seen clearly in the long term as co-result of combined efforts.. Continuous improvement, based on regular assessment and feedback, ensures the program remains relevant and aligned with organizational needs.

Common goals for The Leadership Excellence and Acceleration Program (LEAP) include:

- Developing a Cohort of Future Leaders: Preparing high-potential employees for senior roles, ensuring Succession Readiness Program
- Enhancing Leadership Skills: Broadening participants' understanding of effective leadership practices and strengthening their leadership competencies.
- Fostering Innovation and Strategic Thinking: Encouraging leaders to think strategically and foster an environment of innovation within their teams.
- Improving Business Acumen: Deepening understanding of the business, its challenges, and the industry landscape to make informed decisions.
- **Creating a best practice for a long term, blended leadership program designed with up to date various methods to meet the targets.**

In general, based on the measurement and follow up on below areas, It can be said that LEAP is a successful leadership development effort. (Details will be explained in the results section)

- Feedback and Surveys: Gathering feedback from participants and their supervisors on the perceived impact of the training on their leadership capabilities.
- Performance Metrics: Analyzing pre- and post-program performance data to assess improvements in leadership effectiveness.
- Retention Rates: Monitoring changes in retention rates among program participants, as a proxy for increased engagement and commitment.
- NEQSOL Succession Readiness Plan Effectiveness: Evaluating the readiness of participants to step into leadership roles as part of the organization's succession planning efforts.

Design of the Program

The Leadership Excellence and Acceleration Program (LEAP) stands as a revolutionary initiative designed to unearth and polish the leadership potential within all employees across our group companies. In order to empower the new cohort of future leaders of NEQSOL Holding by enhancing leadership and analytical skills and motivating them in becoming the agents of change, innovation and growth.

The Leadership Excellence and Acceleration Program (LEAP) ingeniously combines a shared foundational curriculum with tailored, individualized development paths to offer a uniquely comprehensive leadership training experience. This hybrid approach ensures that while all participants gain the core leadership competencies necessary for success, they also receive personalized guidance and training that aligns with their specific strengths, weaknesses, and career aspirations.

At the heart of LEAP is a common curriculum designed in partnership with the renowned BOCCONI Business School. This curriculum covers essential leadership and management principles, strategic thinking, innovation, and global business practices. The shared learning experiences foster a sense of unity and collaboration among participants, allowing them to learn from one another and build a robust professional network.

Overall skills and competencies targeted to focus:

- general management knowhow
- analytical and strategic thinking
- leadership skills
- ability to learn
- communication and executive presence
- project management

With an **open self-nomination process**, LEAP democratizes the opportunity for leadership development, inviting ambitious individuals to step forward and shape their futures based on a set of eligibility criteria including performance results, language, motivation (gathered by personal statements, minimum Group experience)



The program commences with a **comprehensive English assessment**, ensuring participants possess the linguistic proficiency necessary for global leadership roles.

Following this, a **leadership potential assessment which is Korn Ferry KFALP** rigorously evaluates candidates on various competencies to identify those with the innate qualities of a leader.

Individual Development Plan Sessions were held based on Leadership potential inventory report results, needs according to the short and long term backed-up positions set out in the Succession Readiness Program, top management feedbacks and participants’ personal career aspirations. These plans later supported with coaching and mentoring tools.

Selected participants embark on an unparalleled **learning journey** including a strong common program and individual initiatives based on personal needs :

Including a **multi-dimensional, blended talent acceleration program** developed in collaboration with one of the world's premier business schools, BOCCONI Business School. This phase immerses them in cutting-edge leadership theories and practices, blending academic rigor with practical insights.

LEAP further distinguishes itself with a bespoke **coaching program**, where participants receive one-on-one guidance from seasoned professionals, tailored to their individual development needs.

Complementing this personalized approach, a **mentoring program** facilitates valuable connections with senior leaders, offering wisdom, advice, and networking opportunities that are critical for career advancement.

The Program’s innovation also lies in **its cross-industry team projects and rotations**, enabling participants to apply their learning in diverse settings, challenge their adaptability, and gain broad exposure to various facets of the business world. This hands-on experience ensures that LEAP graduates not only



emerge with a profound understanding of leadership but also with the practical skills and insights to drive their organizations to new heights.

Delivery of the Program

Through LEAP, we're not just developing leaders for today but forging visionaries for tomorrow, equipped to navigate the complexities of an ever-evolving business landscape with agility, insight, and innovation. It embarks on a graduation concept based on successful completion of the whole task within the program.

48 Participants were selected from three main industries and various functions. All of them have successfully completed the program. Now, they are at the stage of rotation as a continuum of their journey and to keep the momentum in line with Succession Readiness Plan.



1- Korn Ferry Potential Discovery

The key purpose of identifying and assessing leaders against core leadership traits for upper level benchmark is to help focus their learning and development opportunities in order to prepare them for future roles in the organization. Process should care that participants should feel the benefits about their prospective opportunity for advancement. Potential assessment is executed by partnering with a credible external provider, Korn Ferry and KFALP as a comprehensive assessment for measuring leadership potential. The assessment measures an individual's Drivers, Experience, Awareness, Learning agility, Leadership traits, Capacity, and Derailment risks. Norms are applied to provide information benchmarked to a pool of leaders who are one level up. This step was held with three core elements:

- Informing the participants regarding the aim of the potential assessment
- Applying the assessment



- 1:1 feedback for each participant from consultants.

2- IDP Sessions

Based on Leadership potential inventory report results, needs according to the short and long term backed-up positions set out in the Succession Readiness Program, top management feedbacks and leaders' personal career aspirations, 1:1 IDP Sessions with leaders have been applied.

This phase aims at defining the development experiences that are required for leadership positions and linking successors' learning plans to the knowledge, skills and abilities required for current and future roles.

Individual Development Plan Sessions are held with a Development Coach for targets below:

- Understanding career ambitions and future plans, interests about possible opportunities within the Group
- Feedback regarding their potential discovery results
- Needs about learning and development opportunities, critical experiences.

Individual Development Plan Discussions

The form is titled 'INDIVIDUAL DEVELOPMENT PLAN' and includes sections for personal information, summary, development areas, and actions. It is a structured document for planning professional growth.

IDP sessions includes;

- Evaluation of Korn Ferry potential evaluation results
- Refining strong and development areas
- Discussing on career plans and leader's expectations
- Determining top 3 priority areas to focus on
- Development actions including Holding initiatives, VFU HR initiatives and self planned actions

Note: Each of the participants received their Individual Development Plan. Consolidates forms will be shared separately.

Picture: Individual Development Plan Template

Individual development activities are also held based on these plans. Beside common learning journey, all participants has attended different programs based on their IDP.

3- Learning Journey: Common Programs

The Program has different milestones with individual and common focus.



LEARNING JOURNEY



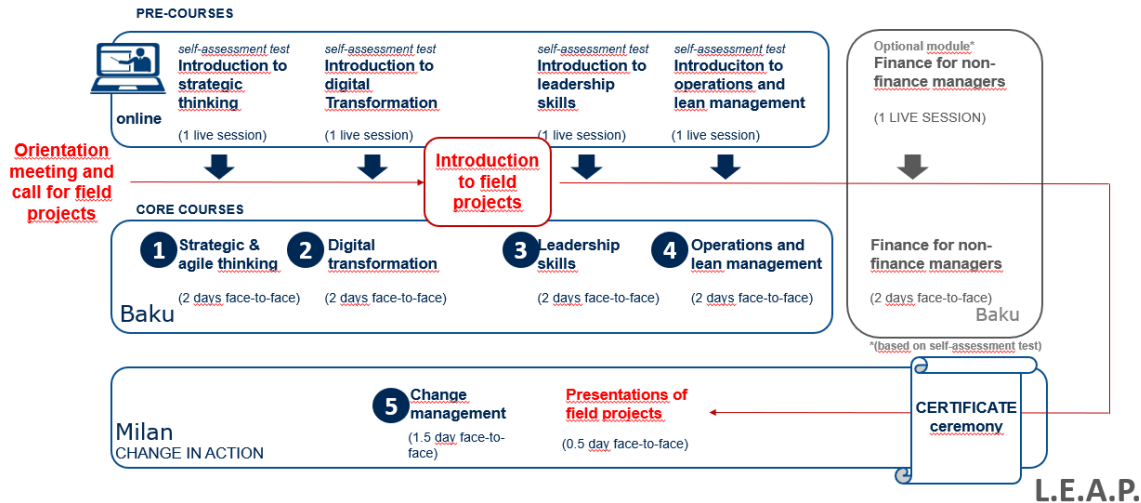
a. Bocconi Business School Talent Acceleration Program

Main subjects in the blended journey shown below within BOCCONI Program are:

1. strategy and agile management
 2. digital transformation
 3. leadership skills
 4. operations and lean management
 5. change management
- (optional) finance for non-finance managers



PROGRAM STRUCTURE



Learning methods Bocconi used included

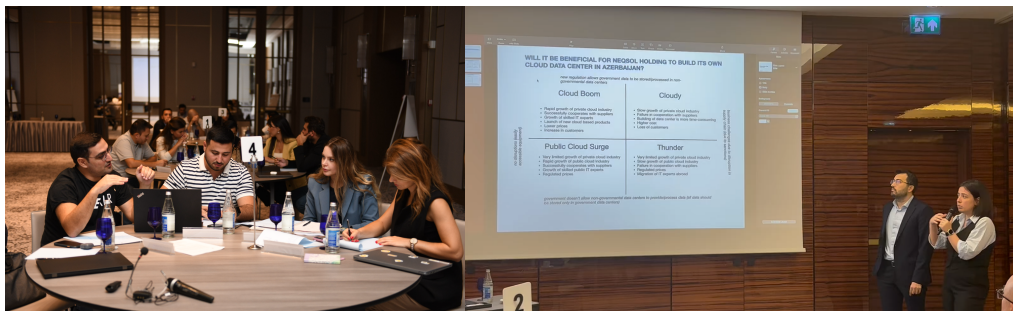
- **The Case Method:** Training decision-making skills through cases: «a collection of information that can be shared with the members of a class to stimulate discussion and debate about management principles or about a specific decision that a manager must make»:
- **Interactive Workshops and Peer-to-peer learning:** They were expected to work on their own, in small groups or in pairs on cases and simulations. Data and short examples were presented as well to trigger a reflection on their experience and practices. Course evaluation 50% in-class assignment (in small groups): 50% final written individual exam (open book, at the end of the course)



- **Field Projects:** «an internal consulting project»: a strategic question or challenge faced by one of NEQSOLI business units or departments, such as launch of a new product or service, optimization of internal processes, entry to a new market, product or process or business model innovation proposal **with the support of SDA Bocconi tutors (methodological guidance) and NEQSOL sponsors (endorsement of project, internal help).** They were split into groups of participants and matched with a strategic subjects as shown below:

Project title	TUTOR
Neqsol FUTURE - Identifying High-Impact Startups and Social Projects through AI-powered Analysis	Prof.Guia Pirotti
BeyondRealms: Going beyond traditional boundaries and entering new realms of technological possibilities	Prof.Gianluca Salviotti
NEQSOL's Oasis – A Sustainable Water Solution Initiative	Prof.Marco Sampietro
Quick Construction Business	Prof.Marco Sampietro
Transitioning Telecommunications Operations to Green	Prof.Marco Sampietro
Internal Mobility Program within NEQSOL Holding	Prof.Beatrice Manzoni (
Personalized Internet and TV Packages	Prof.Guia Pirotti
Techsol-IT company providing software and digital solutions by exploring new opportunities	Prof.Gianluca Salviotti
Packaging Solutions	Prof.Guia Pirotti

- Project were held for 4 months, the results were presented to a committee including sponsors, BOCCONI Professors and som members of Top Management Team. Digital sources of Bocconi Business Schools were also utilized as part of the Program



- Bocconi Online Materials

To support the in class content, Bocconi also opened its platform to reach the materials and supportive content



My Marks

ITEM	LAST ACTIVITY	MARK
Module 1, Agile Management Exam Test	25-Jan-2024 08:56 MARKED	Pass +
MODULE 1, ASSIGNMENT UPLOAD Assignment	25-Jan-2024 08:57 MARKED	Honor Pass
MODULE 1, FINAL GRADE	22-Feb-2024 11:59 MARKED	Honor Pass
Module 2, Individual Exam Test	23-Jan-2024 15:17 MARKED	18.00 /20
Assignment Dropbox Assignment	22-Jan-2024 15:18 MARKED	10.00 /10
MODULE 2, FINAL GRADE	22-Jan-2024 15:18 MARKED	Pass +
MODULE 3, LEADERSHIP SKILLS INDIVIDUAL EXAM Test	29-Feb-2024 15:01 MARKED	Pass +
MODULE 3, LEADERSHIP SKILLS GROUP ASSIGNMENT Assignment	01-Mar-2024 10:08 MARKED	Pass +

b. MIT Sloan Leadership Journey on NEQSOL ACADEMY

Participants were expected to complete MIT Sloan Leadership Program on NEQSOL Academy Digital Platform to gain core/essential leadership knowhow before participating Bocconi. This helped to give them a solid background on leadership essentials.

Leadership Development Program powered by MIT SMR

Browse all of the Leadership Development Program powered by MIT SMR subjects below.

Leading the Business

Leading Yourself

Leading Your Team

c. Coaching

NEQSOL Executive Coaching Program is a partnership between a coach and an individual that supports the development of leadership and accelerates the individual's learning progress by providing greater focus and awareness of possibilities leading to more effective choices. It included 4-6 sessions depending the agreement between the participants and their coaches based on individual needs.



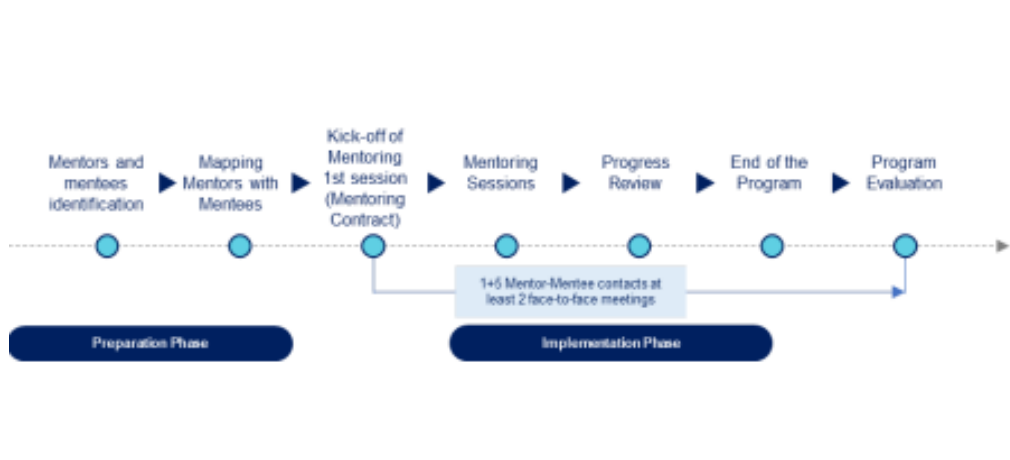
All sessions and coaching journey are managed and followed on SparkUs Coaching Platform.

d. Mentoring

NEQSOL Mentoring Program designed for the leaders is a developmental one-on-one relationship between a less experienced (Mentee) and a more experienced (Mentor) colleague that fosters professional growth of the Mentee. The Mentor shares his/her seniority, knowledge and insights with the person being mentored = the Mentee within a period of 6 sessions. In the mentoring program, LEAP participants were matched with a senior leaders from the Group based on their needs.

Mentors are

- 1/ideally 2 levels up compared to the Mentee’s organizational level
- Not in hierarchical line of the Mentee
- The same Division/Company/Group as of the Mentee, but organizational and geographical diversity may be considered where appropriate
- Values champion, Leadership role model
- High sense of belonging to NEQSOL





WHAT IS MENTORING PROGRAM AT NEQSOL HOLDING?
Mentoring Program is designed to encourage leaders to maximize their potential and foster professional growth. Mentors motivate, guide and share their experience and pools of wisdom with Mentees.

VALUE PROPOSITION:
NEQSOL Holding:
 > Social integration: cross cultural, cross regional, cross sectoral
 > Transfer of know-how, corporate values and implicit rules and roles
 > Support of careers, succession readiness, sense of belonging and retention of key people
Mentors:
 > Exploit and additional use of personal experience
 > Insight in new areas and fresh ideas
 > Access to networks
Mentees:
 > Feedback on personal capabilities, attitudes and behavior
 > Access to networks
 > Advice for managerial/business topics and "politics"

Who is Mentor in NEQSOL Holding?
Top Executive who is willing to share experience and wisdom.

Who is Mentee NEQSOL Holding?
Leaders involved in Succession Readiness Program

PROGRAM PRINCIPLES

- Confidentiality** – The topics discussed between the mentor and the mentee will remain completely confidential between the two. No information will be given to the mentor's manager or to the HR without the consent of the mentee.
- Number of Mentees** – Each mentor is assigned not more than two mentees at a time.
- Mentoring Period** – Mentoring meetings are completed within 9 months. If they are terminated prematurely due to lack of harmony or inefficiency, at least two completed meetings will be required.
- Meeting Duration** – In principle, the meetings will be planned and held once every 3-4 weeks. The goal should be to complete 6 sessions within the 6 months period. Each meeting will last for not less than 45 minutes and not more than 2 hours. Once participating or leaving meetings have a negative impact on the process, showing unwillingness to this issue is important.
- Target Setting** – The mentor and the mentee must clarify the targets they wish to work towards at the first meeting by going through the topics lists and results of performance assessments carried out previously, and similar assessments. These targets can be modified while the meetings continue and additions or reductions can be made.

EXECUTIVE COACHING PROGRAM

WHAT IS EXECUTIVE COACHING AT NEQSOL HOLDING?

PARTNERSHIP BETWEEN THE COACH AND THE COACHEE

- > Enhances leadership development journey
- > Accelerates the leader's learning agility
- > Strengthens self-awareness and accountability drive
- > Helps to identify gaps and required actions in the self-leader capabilities

Executive Coaching Program is defined as one of tools of NEQSOL, testing leadership development initiatives and supports Succession Readiness Program through individual development plans.

WHO ARE THE COACHEES?

- > Top Management and Senior Managers involved in NEQSOL Succession Readiness Program
- > Committed to personal and professional development time, feedback, etc.

WHO ARE THE COACHES?

- > Well known, experienced and accredited external coaches in NEQSOL Holding Coaching Pool

HOW THE COACHING PROGRAM WORKS

- > Leaders prepare their **Individual Development Plan** and define development priorities
- > Company HR manages the matching process. Coaches are selected among Coaching Pool based on **diversity matching**.
- > **6 sessions** in 6-9 months via face to face or online sessions
- > **Coaching Final Report** is prepared to share progress
- > **Feedback survey** about coaches and process at the end

ROLES IN COACHING PROGRAM

- COORDINATE CENTER HR**
 > Identifying coaching program and governance
 > Check nomination as a part of Individual Development Plans at 50%
 > Coaching goal management
 > Coaching process
 > Coachees follow up
- GROUP COMPANY HR**
 > Exclude the coaching program
 > Preparing the coach alternatives to leaders
 > Managing the matching process
 > Following the program and effectiveness

e. Rotation

Rotation Program will be applied as a continuum of LEAP following their graduation. Details of the position to rotate will be determined based on the Individual Development Plan and experiences gained during the learning journey

The Leadership Excellence and Acceleration Program (LEAP) includes an innovative rotation component designed to broaden participants' perspectives and accelerate their development as versatile leaders. This aspect of the program encompasses both cross-country and cross-functional rotations within the same industry, as well as movements across different industries.

Cross-Country / Cross-Functional Rotations Within the Same Industry

Rationale: The essence of cross-country and cross-functional rotations within the same industry is to deepen participants' understanding of the global business landscape and the diverse functional areas that drive an organization's success. Exposure to different cultures and business practices enhances adaptability and cultural intelligence, while working in various functional areas broadens business acumen and operational knowledge.

Implementation: Participants will be assigned to roles in different countries and departments within the organization but remain within the same industry sector. For example, a participant might rotate from a marketing role in the Telecom Group to a project management position in the Holding, gaining exposure to new markets and business challenges. The selection of rotation assignments is guided by each participant's development plan, ensuring alignment with their career goals and areas for growth.

Cross-Country / Cross-Functional Movements in Different Industries



Rationale: Rotating across different industries is designed to foster innovation and creative problem-solving skills. By experiencing how business is conducted in various sectors, participants can draw parallels, transfer knowledge, and apply innovative solutions to challenges in their primary industry. This cross-pollination of ideas promotes a more agile and innovative leadership mindset.

Implementation: In this component, participants will undertake assignments in industries different from their original one, potentially even in roles that leverage their skills in novel ways. For instance, a participant from the telecommunications sector might take on a strategic planning role in the cement industry. The program coordinates these rotations by leveraging partnerships across industries and aligning them with participant development goals.

Evaluation and Feedback: After each rotation, participants will undergo evaluations to assess their performance, adaptability, and learning. Feedback sessions help integrate their experiences into their broader leadership development journey.

Logistical Support: The program offers logistical support for international rotations, addressing visa requirements, accommodations, and other practical needs to ensure a smooth transition for participants.

Change Management Efforts

Through implementation, the Leadership Excellence and Acceleration Program (LEAP) presented several challenges, especially given its ambitious scope involving multi-dimensional, blended journeys across various functions and geographies.

One significant hurdle was orchestrating all these efforts, which necessitated meticulous coordination across multiple divisions and leaders, and HR teams. Thanks to the effective work of Task Force, addressing these challenges effectively involved strategic planning, cross-company collaboration, and adaptive change management practices.

Designing a Blended, Multi-Dimensional Curriculum: Creating a curriculum that balances theoretical knowledge with practical skills across multiple disciplines and industries was a major hurdle.

Solution: Collaborated with academic and industry experts, including partnerships with top business schools like BOCCONI, to design a curriculum that was both broad in scope and deep in content. Custom modules and real-world case studies ensured relevance across sectors. Besides Current resources of NEQSOL Academy which are already in place were also incorporated into the Journey such as MIT Sloan, as well as coaching and mentoring programs This was also important to establish a common leadership language.



Ensuring Participant Engagement and Retention: Keeping participants engaged and motivated throughout the duration of the program, especially during more challenging or intensive phases, was critical.

Solution: Regular feedback sessions, and Individual development plans to keep the participants invested in their learning journey. Celebrating milestones and achievements provided ongoing motivation. Online tools helped keep the momentum successfully

Stakeholder Analysis and Engagement: Identified key stakeholders across the organization and engaged them early in the process to understand their expectations and concerns, ensuring the program aligned with broader organizational goals. The process started with the Succession Readiness Program and that successful practice provided with a solid background or the necessity of LEAP and helped gain top management buy in and participation

Communications Strategy: Developed a comprehensive communications plan to articulate the value of the LEAP program, addressing how it supports both individual growth and organizational objectives. Regular updates and success stories were shared to build and maintain momentum.



Training and Support Systems: Implemented training for participants, mentors, and managers to ensure everyone was prepared for the program's demands. A support system, including a help desk and peer support groups, was established to address any issues promptly.

Monitoring, Evaluation, and Continuous Improvement: Established metrics and KPIs to measure the program's impact on leadership development and organizational performance. Regular reviews allowed for ongoing adjustments to the program based on performance data and participant feedback.



Celebration and Recognition: Recognizing and celebrating the achievements of participants not only served as a motivational tool but also highlighted the program's impact across the organization, reinforcing its value and fostering a culture of continuous learning and development.

Program started with a Kick off Event with the Participation of Top Executives, The overall Journey was presented. It was a very interactive gathering. Throughout the journey, Task force utilized all opportunities to communicate and gather feedbacks.



Besides, Top Management and managers of the participants are involved to the program through **Management Pitt-stop Events**. They are informed about the key concepts and leadership insights from the Program in order to create a common language, an awareness to monitor effectively the progress of the participants.



TopEx Pitstop IV Gathering & Dinner



NEQSOL Academy

Required Ana.Nakashidze@azertelecom.az; Meric Tunc; Toghrol Ahmadov; Kadri Ozen; Yigit Bertkas; Fedja Hadzic; Cihan Nazmi Biyikli; Rafael Abdullayev; BZaur@azercconnect.az; **+12 others**

11/22/2023

Optional Dilara Jafarli; Fidan Hajiyeva; Olga Annushkina; Rauf Aghayev; Gianluca Salviotti

Thursday, November 23, 2023 6:00 PM-8:30 PM Ritz Carlton; - Kalbajar Room

Dear Executives,

We are pleased to invite you to the **IV TopEx Pitstop Gathering!** You will have a **1,5 hour session** that will be followed by dinner and drinks.

We are honored to have Professor Gianluca Salviotti from SDA Bocconi University as your distinguished facilitator. Professor Salviotti's extensive expertise can be explored further through his profile: [Gianluca Salviotti | SDA Bocconi School of Management - Top Business School in Europe](#)

The central focus of Professor Salviotti's discourse will revolve around the crucial theme of "Digital and Value Creation: State of the Art and Critical Success Factors," a topic of crucial significance in today's rapidly evolving business landscape.

We believe that this event will offer invaluable insights and opportunities for you. Your presence is greatly appreciated.

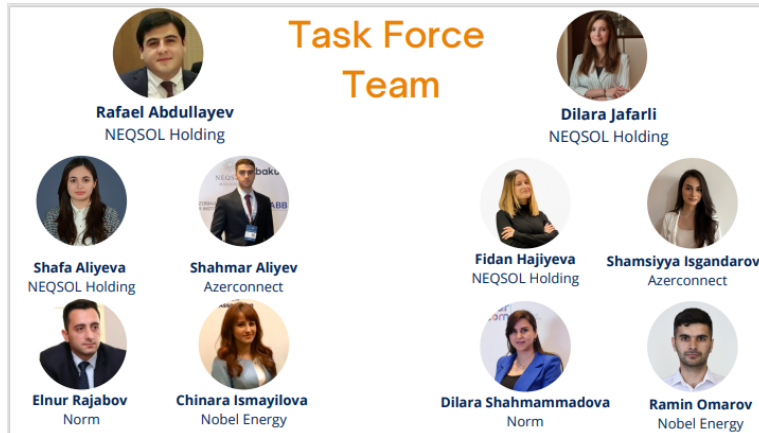
Best regards,
NEQSOL Academy



L.E.A.P. Task Force: By addressing these challenges with a structured change management approach through these strategic efforts and the task force's effective project management, the LEAP program navigated the complexities of delivering a multi-dimensional leadership development journey. The program not only achieved its objectives but also set a precedent for future initiatives, illustrating the value of cross-



functional collaboration and adaptive change management in driving organizational growth and development.



Measurable Benefits

LEAP aims to equip future leaders with a comprehensive set of skills and experiences, making them adept at navigating the complexities of modern global business. This approach not only enhances the leadership pipeline within NEQSOL Holding but also contributes to building a more innovative, adaptable, and culturally competent organization.

Results are followed in terms of participants’ feedback, leadership development, engagement. From corporate perspective, the effect on Succession Readiness Plan, employer branding and benefits in term of cross functional projects were monitored.

The goals set for The Leadership Excellence and Acceleration Program (LEAP) intersect with the goals of the SRP that triggers the process. The contributions of the program were measured at different levels individually and organizationally.

In order to increase strengthen the execution and commitment of top management, SRP Index was formed including critical components for the success of the program (including the actions in Individual Development Programs) and was involved within the performance target card of executives with 10% ratio which is a quite high number considering the role and ambitious targets of those people. SRP Index is calculated with a very advanced formula reinforcing top executives to take actions regarding the development of leaders.



Evaluating SRP effectiveness

Every CEO and HR will have 10 % SRP KPI for their individual KPI

KPI	Definition	Weight	80%	100%	120%
Succession Readiness Program	SRP Action plan completion	5%	Most of the actions were completed	All planned actions were completed.	All actions were completed along with Structure, Leadership or Priority changes.
	SRI - Succession Readiness Index	5%	60	80	100

Key Facts and Figures for the LEAP:

Ownership	Main targets of the process are followed up and measured at Group level. The biggest success of the process was this ownership. Today, 10% of total annual targets are SRP-related targets of all senior management, including the CEO. For the first year of LEAP, as part of the SRP Index, 80% of the participants are defined as short/mid/long term successor for a more senior leader role (n-2). This is a huge success. Having short/mid/long term successors for each top and senior executive role forms SRP Index, and LEAP became a crucial part of SRP Process.
Participation	48 new managers and specialists of NEQSOL Holding had participated to the Program as a result of a selection process. All of them completed successfully
Satisfaction	A lot of critical development initiatives were put into practice Overall average of Leadership Development Journey satisfaction survey is 88.5%.
Engagement	Although it is not considered a one-to-one effect, the turnover of the target audience was compared before and after LEAP. None of the program participants left the Group.



Cross functional mobility	It was one of the main targets of SRP to foster cross moves within the Group. Even during the Implementation, there has been vertical movements. (15 promotions) See details
Employer Branding	Leadership Development initiatives impacted positively NEQSOL Holding’s employee branding (see social media esp, linked in coverage.)
Performance Results	Performance Evaluation Results were measured by pre and post comparison by Performance Target Evaluations. Overall evaluation of Performance Targets has improved by %35
Participation rate in Leadership Programs	Login rate to the Digital Learning System – NEQSOL Academy for MIT Sloan Program is 100% and completion rate of the assigned Leadership programs is 95%

Results of Cross Functional Projects:

Cross-functional team projects undertaken by Leadership Excellence and Acceleration Program (LEAP) participants, as opposed to hiring a consultancy firm, involves evaluating cost savings, value generation beside its non-financial benefits such as practical experience and cross functional perspective gained by participants contributes to their professional growth

Consultancy services that would have been engaged for similar projects can be calculated. Based on the average fees consultancy firms typically charge for the research and design phase, these 9 Projects could cost approximately 3.5 Million USD. (based on McKinsey and Accenture pricings)

Potentially They had a better understanding of the company’s culture, processes, and goals, potentially leading to faster project turnaround times and reduced operational inefficiencies. All projects are approved by the sponsors and handed over to related responsible teams to be implemented. Real monetary effect can be seen in 2-2 years.

Regarding the contribution on employer branding, LEAP became one of the strongest initiatives of NEQSOL Holding to be proud of. The first cohort’s success is recognized by all the stakeholders and decided to implement further ones.

Some of the participant sharings on social media:

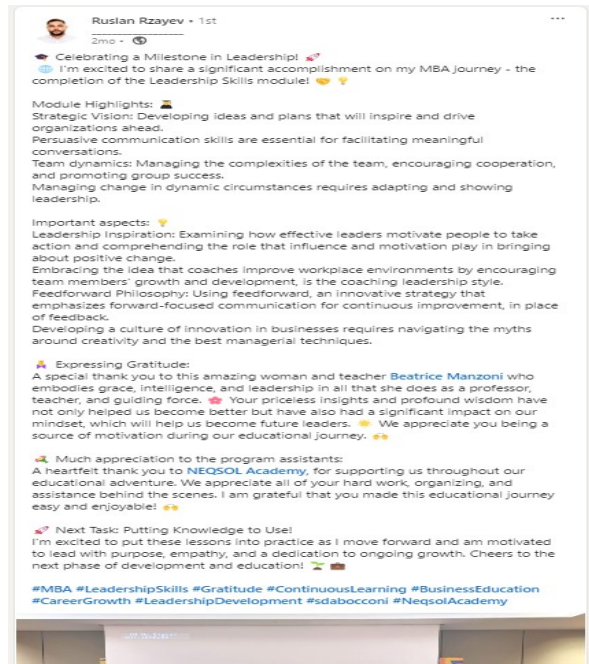


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NEQSOL Holding launched Leadership Excellence & Acceleration Program (L.E.A.P), a global talent management initiative for exceptional employees. This exclusive program aims to establish a highly skilled talent pool to drive further growth.

L.E.A.P offers a unique development program comprising various components, developed in collaboration with top-rated universities, business schools, and professional services companies. One of the key components of the program is the NEQSOL Talent Acceleration Program, which spans over a year and was designed by **SDA Bocconi** School of Management, a renowned European business school known for its expertise in executive education, management training, and research.



Judging Criteria 5: Overall

Use this section to provide a summary of key findings. What lessons were learned? What is next/future outlook?



Details:

Thanks to the blended learning methodology implemented, The dual approach of LEAP—melding a common foundation with personalized development—ensures a comprehensive growth trajectory for emerging leaders. This method fosters a collaborative learning environment while also honing in on the unique qualities and aspirations of each participant.

As a result, LEAP graduates not only emerge as well-rounded leaders with a strong grasp of shared leadership principles but also as distinct individuals equipped with the skills, knowledge, and experiences specifically suited to their personal leadership journey.

By strategically integrating these approaches, LEAP stands out as a pioneering program in leadership development, poised to create leaders who are not only capable of navigating today's complex business landscape but also of driving innovation and success in their respective fields.

In particular, participatory approach applied, inclusion of all parties and continuous communication at all phases were the most important factors in the success of the Program. For each initiative in LEAP, feedback of participants was involved, and internal communication and introduction of the program was implemented carefully. There was a launch process for each initiative.

Another critical success factor was ensuring that each individual saw “What’s in it for me” for themselves. This helped SRP and LEAP are not seen as sole human resources initiative. Especially starting with IDP process helped a lot to gain participants’ buy in.

Monitoring action plans and development plans are again critical to the success of the process.

Future Outlook

Rotation will be a strong continuum, given the fact that LEAP is not an independent leadership initiatives. As it was explained above, It is a part of a well functioning Group initiative of Succession readiness. Thus It supports talent management strategies and fitted into cascading succession efforts to all levels and supporting cross company and cross functional mobility.

The first implementation was the most difficult from design to measuring initial results. By 2024, monitoring LEAP participants in the routine SRP calendar, reviewing development plans will be part of the HR agenda from now on.

Contents of the Learning Journey will be strengthened and revisions will be made based on the changes in leaders’ agenda and business dynamics for the next cohorts. This momentum is highly critical to keep the buy in end engagement at a certain level.



As a longer-term sustainable program, LEAP will truly demonstrate its impact and contribution to both corporate culture and business outcomes.

Details of promotions in the 1st year:

Employee	Position at start of L.E.A.P.	New position (promotion)
Afruz Allahveranova/Huseynova	Customer Experience Management Specialist	Quality and CX Expert
Aynur Mursalova	Senior Procurement Specialist	Head of IT procurement
Elshan Maharramov	Security System Engineer	Senior Security System Engineer
Emin Seyidov	Head of Fixed Products Sales Channels Unit	Head of D2D Sales Unit
Fidan Ahmadli	IT Enterprise Platforms Specialist	IT Enterprise Platforms Administrator
Gurban Bagirov	Legal Expert	Head of Non-Procurement Contracts and Legal Services Unit
Hikmat Vahabov	Reporting Senior Specialist	Reporting Expert
Leyla Mansurova	Quality Management Specialist	Senior Service Quality Evaluation Specialist
Mikayil Aliyev	Quality and CX Specialist	Front Offices and Own Shops Manager
Nargiz Gasimova	Telesales Team Leader	Telesales Manager
Nazim Movlanov	Head of Access Network Leasing Unit	Head of AN Site Acquisition and Leasing Unit
Rauf Gasimzada	Offerings Specialist	Product Management Specialist



Rufat Pashayev	Voice Services Operations Engineer	Data Services Engineering and Development Senior Engineer
Ruslan Rzayev	Senior Planning, Reporting and Control Specialist	Senior Planning and Monitoring Specialist
Sabina Faradova	Brand and Advertisement Specialist	Brand and Advertisement Senior Specialist



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