



# Oberoi's Integrated Executive Path: Building Tomorrow's Hospitality Excellence Leaders

The Oberoi Group

Best Use of a Blended Learning Program

December 2024



## Company Background



Company-at-a-Glance	
<b>Headquarters</b>	Registered Office: N-806-A, 8 <sup>th</sup> Floor, Diamond Heritage Building, 16, Strand Road, Fairley Place, Kolkata-700001, India OCLD: 7 Sham Nath Marg, Civil Lines, Delhi- 110054, India
<b>Year Founded</b>	1934
<b>Revenue</b>	INR 7,699 Million (for Q3 FY 2023-24); INR 18,358 million (for FY 2022-23)
<b>Employees</b>	8,297
<b>Global Scale (Regions that you operate in or provide services to)</b>	The Oberoi Group, founded in 1934, operates 31 hotels and Nile Cruisers. The Group has presence in 7 countries under the luxury 'Oberoi' and five-star 'Trident' brand. It owns and operates hotels in India, United Arab Emirates, Egypt, Indonesia, Saudi Arabia, Mauritius and Morocco. The Group is also engaged in flight catering, airport restaurants, travel and tour services, car rentals, project management and corporate air charters.



	<p>EIH Limited with a market capitalization of INR 302,920 million, is the flagship company of The Oberoi Group.</p>
<b>Customers/Output, etc. (Key customers and services offered)</b>	<p>The Group's luxury hotels have established a reputation for redefining the paradigm of luxury and excellence in service amongst leisure hotels around the world.</p> <p>The hotels of The Oberoi Group are known for providing world-class hospitality that leaves a lasting impression. The luxurious accommodations are synonymous with comfort and elegance. Every detail is thoughtfully curated to ensure ultimate indulgence for the guests. Internationally acclaimed for all-round excellence and unparalleled levels of service, The Oberoi Group has received innumerable awards and accolades.</p> <p>The Oberoi Group has been rated 'The Best Hotel Brand' in the world. With their relentless pursuit of excellence, the company is in the forefront of the hospitality industry.</p> <p>The Oberoi Group employs the best environmental and ecological practices and supports philanthropic activities. For an organization that aims at leadership in the hospitality industry, The Oberoi Group depends on its three core pillars for brand success- product, service, and people excellence. And encircling these three pillars is the 'Oberoi Dharma' — a value system that comprises of the conduct of the highest ethical standards, teamwork, care, communication, and putting the guest first, the company second and the self, last.</p>
<b>Industry</b>	Hotels and Hospitality
<b>Stock Symbol</b>	EIHOTEL
<b>Website</b>	<a href="https://www.oberoihotels.com/">https://www.oberoihotels.com/</a> <a href="https://tridenthotels.com">https://tridenthotels.com</a>



## Company Background



Company-at-a-Glance	
<b>Headquarters</b>	San Jose, California, USA
<b>Year Founded</b>	1982
<b>Revenue</b>	\$15785 Million
<b>Employees</b>	25988
<b>Global Scale (Regions that you operate in or provide services to)</b>	Global and across industries. Adobe Learning Manager operates across North America, EMEA, and APAC addressing learning and development challenges across multiple industries such as manufacturing, High-Tech, Media, Hospitals, Retail, etc.
<b>Customers/Output, etc. (Key customers and services offered)</b>	Verizon, Home Depot, Microsoft, Nike and others who use the
<b>Industry</b>	High-tech
<b>Stock Symbol</b>	ADBE
<b>Website</b>	<a href="#">Adobe Learning Manager (formerly Adobe Captivate Prime)</a>

## Budget and Timeframe

Budget and Timeframe	
<b>Overall budget</b>	INR 5 million
<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	3
<b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b>	2



<b>Number of contractors involved with implementation</b>	0
<b>Timeframe to implement</b>	Twice a year
<b>Start date of the program</b>	January and July

### **Fit to the Needs**

The Executive Development program was specifically designed to address the need for identifying and grooming high-performing individuals, such as supervisors, for their transition into first-time managerial roles. The primary objective of this program is to ensure that employees who possess the requisite competencies - encompassing knowledge, skills, and attitudes - are provided with the necessary coaching and support to excel in their new positions.

Employees selected for participation in the Executive Development Program are those who have demonstrated a strong commitment to the organization. It is imperative for both the company and its management to invest in the professional growth and development of these individuals, steering them towards a path of success and fulfillment in their careers.

The decision to establish this program was driven by the realization in 2010 of the importance of cultivating internal talent, with the program being officially implemented in 2011 to facilitate the growth and advancement of deserving employees within the organization. Since 2011, 780 employees have graduated in becoming successful managers through his programme.

The company recognized the importance of enhancing the learning and development opportunities for its employees and introduced an innovative approach to achieve this goal. The Executive Development Program aims to benefit the organization, the employees, and the guests in several key ways:

For the organization: The program focuses on enhancing the participant's leadership skills which includes problem solving and decision making, managing teams and developing financial acumen. It encourages the participant to think in a structured and logical manner and thereby contribute to overall efficiency and effectiveness within the organization.

The Executive Development Program also supports the talent management initiatives of the company. It enables the organization to fill vacancies in executive positions through internal growth process.



For the employees: Participants in the program are encouraged to invest in their own self-improvement and to develop the capabilities of their team members. By fostering a collaborative environment and working effectively in group settings, employees can achieve shared goals and enhance team performance. This emphasis on teamwork and personality development not only benefits individual employees but also contributes to a positive and productive work culture.

For the guests: The program aims to align employees' efforts with guest requirements to ensure guest satisfaction and delight. By consistently delivering desired outcomes and exceeding guest expectations, employees contribute to a positive guest experience and uphold the brand's reputation for excellence in service delivery.

Employees selected for the program need to have a minimum of three years of experience within the company and possess a deep understanding of their functional area, hotel-related information, brand standards and differentiators. They also demonstrate proficiency in analyzing financial statements and understanding the competitive landscape within the industry. These criteria ensure that participants are well-equipped to leverage their existing knowledge and skills to maximize the benefits of the Executive Development Program and drive positive outcomes for the organization, colleagues and guests alike.

The Executive Development Program serves as a crucial pathway for employees aspiring for managerial roles within the company. To ensure the selection of suitable candidates, the organization has established specific criteria that individuals must meet.

1. Collaboration and Teamwork: Candidates must demonstrate a strong understanding of the group's overall objectives and the individual roles within the team. They should possess effective communication skills and the ability to build rapport with team members and stakeholders across various functions and departments. Additionally, candidates should actively contribute to and build upon ideas shared by team members, prioritize group goals over individual objectives, and effectively manage conflicts within the team.

2. Analytical Ability and Problem-Solving: Candidates are expected to exhibit a deep understanding of their sub-function or sub-department, showcasing strong domain knowledge. They should possess both verbal and numeric proficiency, enabling them to identify trends and patterns in data and make informed decisions based on objective facts. Candidates should be capable of presenting a range of options and potential solutions, demonstrating a tolerance for ambiguity in situations where data may be incomplete. Furthermore, they should proactively seek out additional information or data from various sources to



enhance their analysis and decision-making processes.

By adhering to these selection criteria, candidates can better position themselves for success within the Executive Development Program and ultimately progress towards managerial roles within the organization.

### **Overview**

The Executive Development program is tailored for high performing employees across the organization. It is a critical training program in the Talent Management and Development framework of the organization.

It delivers growth opportunities for talented individuals and helps create a leadership pipeline within the organization.

An ideal participant would have demonstrated their commitment to the company by starting at the entry level and progressing to supervisory roles. They possess the drive and passion to advance to the next level, making it imperative for OCLD to support and guide them in their career development journey.

The overall objectives of the Executive Development Program are as follows:

By the end of the Program, the participant will be able to:

- Competently manage all aspects of operations in the core department.
- Deliver delightful guest experiences in accordance with The Oberoi service philosophy.
- Manage the core team through collaboration, nurturing and developing self and team.
- Analyse the financial statement of the department in order to achieve assigned business targets.
- Display relevant knowledge of the business environment, latest trends and innovative practices in the industry.

OCLD serves as the dedicated training hub for this initiative, ensuring that participants receive top-notch instruction and support throughout the program.

The Executive Development Program has a comprehensive structure that includes a transformative 3-month learning experience within the hotel. This is followed by a highly intensive 15-day training at OCLD.

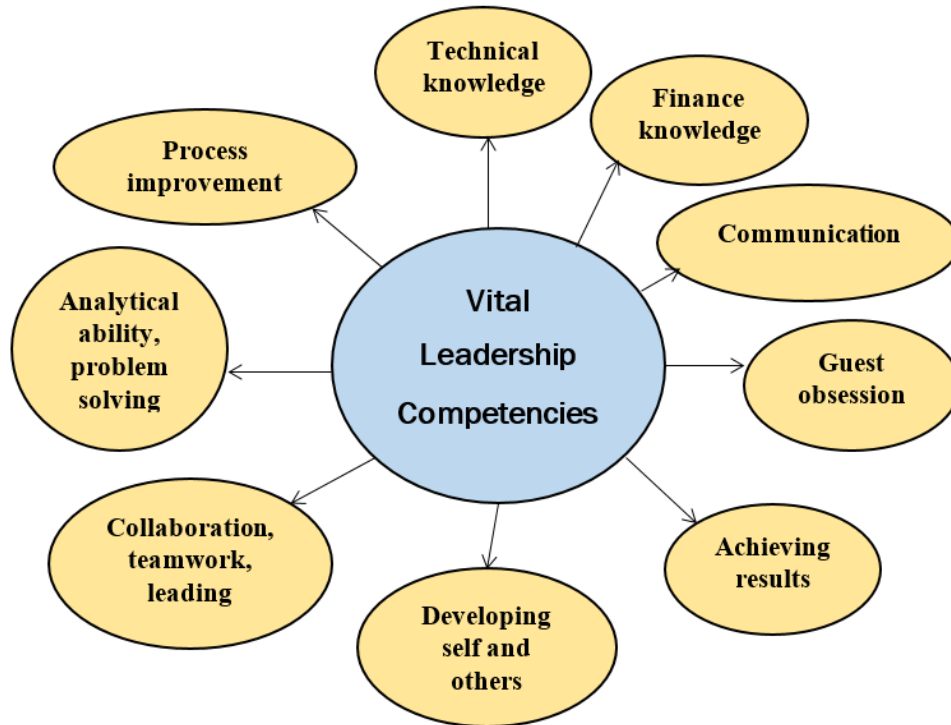


This immersive training experience is carefully curated to provide participants with a hands-on learning environment that fosters growth and development. The program is designed to challenge participants, encourage collaboration, and instill essential leadership qualities that are vital for success in managerial roles within The Oberoi Group. This is illustrated in the table below:

**Competencies for Band E and Band F**

	Lead the Business		Lead the Operations		Lead the People	
Competency Imperatives	Strategy and Growth	Innovation and Improvement	Guest Service and Excellence	Result Focus	Developing Leaders	People Leadership
Band E + Band F	Analytical Ability and Problem Solving	Process Improvement	Guest Obsession	Achieving Results	Developing Self and Others	Collaboration and Teamwork

The main objective of the Executive Development Program is to enable participants to demonstrate the following leadership competencies:



Since the Executive Development Program is executed at defined points in time across all hotels, the pedagogy comprises a mix of instruction and delivery. The details of the methods engaged are given below:

### **Blend 1: Coaching and Mentoring**

Participants are selected from each department based on their demonstrated abilities and skills that make them eligible for nomination.

In the first phase of training, the participant is paired with an experienced manager, allowing them to shadow and learn from their mentor.

Each individual receives personalized mentoring tailored to their specific needs and development goals, ensuring a customized learning experience.

This hands-on approach enables the trainee to gain insights into the day-to-day challenges faced by the manager, as well as the rationale behind decision-making processes, whether related to guest interactions or team management.

Weekly mentoring sessions and catch-ups are organized by the Learning and Development Manager at OCLD, to assess the participant's learning progress.



**Blend 2: Role Expertise: Inter and Intra department training**

After shadowing a manager within their own department and gaining a comprehensive understanding of the job requirements and challenges specific to that area, the participant then proceeds to the next stage.

In the second phase of training, the participant undergoes cross exposure training in allied departments.

This cross-functional exposure enables the employee to grasp the unique challenges, processes, and requirements of these departments, fostering a deeper understanding of the organization's interconnected operations. Furthermore, the participant extends their exploration to support departments such as finance, information technology, procurement, human resources, and training.

This holistic approach provides the employee with a 360-degree view of the organization and the hotel's overall needs, enabling them to collaborate better.

**Blend 3: Structured Learning**

Every participant is provided with a 'What to Observe' manual. The manual lists the specific areas and the learning objectives of the training. The purpose of a "what to observe" is to provide a structured framework for the participant to monitor and assess their own progress.

The manual outlines specific criteria, behaviors, or skills that need to be observed and evaluated during the learning process. The focus is on achieving the key learning objectives and desired outcomes.

A sample content of the 'What to Observe' manual is given below:



<b>2024 EXECUTIVE DEVELOPMENT PROGRAMME</b>		
Index		
Section Number	Table of contents	Page number
<b>Housekeeping Executive Training:</b>		
1	3 weeks Core department training (Housekeeping)	3
2	8 weeks Cross department training :	6
2.1	2 weeks in Front Office department	7
2.2	2 weeks in Food and Beverage department	10
3.3	1 week in Food Production department	14
2.4	5 days in Finance department	19
2.5	1 week in Engineering department	23
2.6	1 day in Security department	25
2.7	2 days in Food and Beverage Controls department	26
2.8	1 day in Spa department	27
2.9	3 days in Human Resources and Training department	28

Ultimately, the "What to Observe" sheet plays a crucial role in enhancing the effectiveness and efficiency of learning initiatives by ensuring accountability, feedback, and continuous improvement.

#### **Blend 4: Online and Self-Paced Learning**

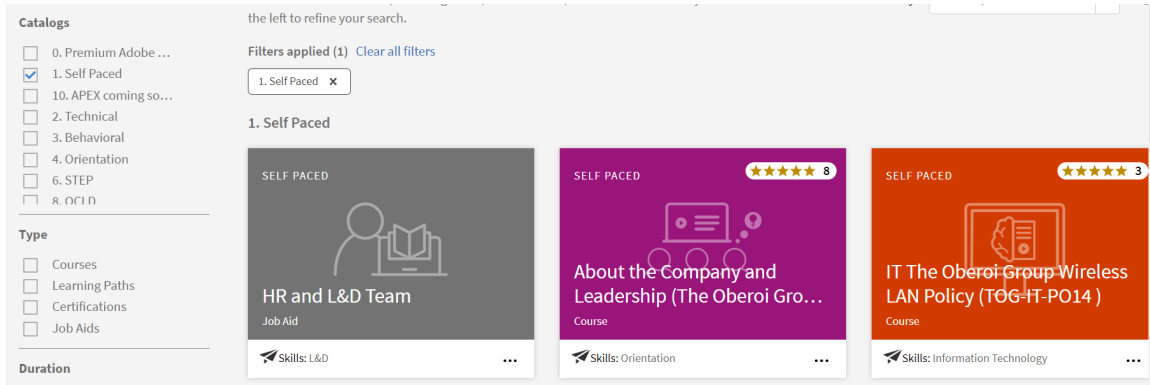
The online self-paced learning modules is an integral component of the Learning Management System. This system offers a comprehensive blend of training programs, including compliance-based courses, refreshers on standard operating procedures, and a variety of daily learning resources.

Through this platform, employees have the flexibility to engage in self-directed learning at their own pace, enabling them to enhance their knowledge and skills in a structured and accessible manner.

The Learning Management System serves as a centralized hub for continuous learning and development, providing employees with a diverse range of educational opportunities to support their professional growth.



Given below is a snap shot of the Self-Paced Learning Modules.



As a part of the Executive Development Program, the participant has to complete these courses.

### **Blend 5: Peer learning**

The introduction of a peer-to-peer learning process was driven by the objective of enabling employees to gain insights into the job roles across various hotels and diverse scenarios, even without physically being present at those locations.

Notably, participants undergoing training at smaller inventory hotels have encountered challenges when transitioning to larger inventory hotels post the completion of the Executive Development Program (EDP).

In response to this observation, the establishment of a peer group, facilitates the exchange of firsthand knowledge and experiences among colleagues within the company.

This collaborative approach empowers associates to enhance their own skills while also contributing to the development of their peers.

### **Blend 6: Virtual Instructor Led Training**

The virtual training sessions conducted for the participants are facilitated by the OCLD Learning and Development team.

These sessions cover a range of topics such as organized manager, time management, team building processes, and achieving results. The primary objective of these online/virtual sessions is to inspire a transformation in the behavior and mindset of the participant as they prepare to transition into managerial roles.

This proactive approach not only helps in keeping the employees motivated and engaged throughout their developmental journey but also contributes to the



cultivation of a positive organizational culture within the minds of these emerging leaders.

Through these virtual classes, employees are provided with valuable insights and tools that enable them to navigate the challenges of management effectively and contribute meaningfully to the organization's success.

### Blend 7: Final Phase of Training at OCLD

The participants from all hotels go to OCLD for the final phase of the Executive Development Program. This phase is for a duration of 14 days. During these 14 days they meet and interact with participants from across the company.

The cohort undergoes various leadership, behavioral and functional training. A sample of the training schedule is given below:

		9:00 AM		10:00 AM		11:00 AM		Noon		1:00 PM		2:00 PM		3:00 PM		4 PM		4:30 PM	
		A group	B group	A group	B group	A group	B group	ALL	A group	B group	A group	B group	A group	B group	ALL	ALL			
28-11-2022	WELCOME (CR2)	WELCOME	WELCOME	WELCOME	WELCOME	ENGLISH TESTS (media room)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS
29-11-2022	Communication by MS (CR2)	ENGLISH TESTS (media room)	Communication by MS (CR2)	ENGLISH TESTS (media room)	Communication by MS (CR2)	ENGLISH TESTS (media room)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS (CR2)	Organised manager by PS (CR1)	Communication by MS (CR2)	Organised manager by PS (CR1)	Puneet Pant
30-11-2022	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Kallol Kundu
01-12-2022	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	People skills by MS (CR2)	Coaching skills by PS (CR1)	Samidh Das
02-12-2022	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Ashish Agarwal
03-12-2022	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Situational leadership by SG (CR1)	Spirit of hospitality by MS (CR2)	Anuradha Mathad
04-12-2022																			
05-12-2022	Leadership competencies by Bluesky (Maidens Banquet Hall)																		
06-12-2022	Leadership competencies by Bluesky (Maidens Banquet Hall)																		
07-12-2022	CORE WORKSHOPS (DEPARTMENT WISE)																		
08-12-2022	CORE WORKSHOPS (DEPARTMENT WISE)																		
09-12-2022	Problem solving & process improvement (CR2) by Benchmark Sixsigma																		
10-12-2022	WORK ON PROJECT																		
11-12-2022	PREPARE FOR INTERVIEWS																		
12-12-2022	INTERVIEWS																		



## Design of the Program

The Executive Development Program aims to build essential leadership competencies amongst the participants, which is illustrated below:

LEAD THE BUSINESS		LEAD THE PEOPLE		LEAD THE OPERATIONS	
Strategy and growth	Innovation and improvement	Developing leaders	People leadership	Guest service and excellence	Result focus
Analytical ability and problem solving	Process improvement	Developing self and others	Collaboration and teamwork	Guest obsession	Achieving results
Ability to think logically by organizing information in a systematic way to solve problems	Ability to think logically by organizing information in a systematic way to solve problems	Ability to invest in self-improvement and building the capability of team members	Ability to work effectively in a group setting to achieve shared outcomes and enhance team performance	Ability to align personal efforts to meet guest requirements and achieve guest delight	Ability to execute to consistently achieve desired outcomes

The blended learning program is structured as follows:

Executive Development Programme - OCLD training					
At Hotel				OCLD	At Hotel
Week 1 to 5		Week 6 to 10		Week 12 to 13	Week 14 to 16
<b>Communication</b> Online content Individually driven Word, Excel, Ppt, Outlook Intermediate level	<b>Achieving results</b> Virtual Instructor led Organised Manager session & activities	<b>Guest obsession</b> Research & testing Individually driven LQA standards, department SOPs, Making a difference	<b>Technical</b> Online content Individually driven Free courses <i>if available for the function</i>	<b>All Exposure</b> Hotels & Functions Experiential Executive presence Teamwork, Leading, Collaboration Classroom Guest speakers Finance by Mr. Kundu Communication skills Coaching skills Situational Leadership Driving Service Excellence Problem solving & process improvement + project	Virtual Cohort driven Present process improvement project to Function Head
<b>Finance</b> Research & testing Cohort driven Costs, their cost heads & location in P&Ls	<b>Developing self &amp; others</b> Reflective logs Cohort driven Reading & checklists on desired behaviors	<b>Collaboration, teamwork, leading</b> Reflective logs Cohort driven Reading & checklists on desired behaviors	<b>Analytical ability, problem solving</b> Online content Cohort driven Problem solving course + Identify a problem		<b>Post promotion</b> Virtual Instructor led Behaviour based interviewing Performance management

Classification | Internal



Schedule.																
	9:00 AM		10:00 AM		11:00 AM		Noon	1:00 PM		2:00 PM		3:00 PM		4 PM	4:30 PM	
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11-12-2022	PREPARE FOR INTERVIEWS															
12-12-2022	INTERVIEWS															CLOSE
13-12-2022	INTERVIEW															

## Delivery of the Program

The initial phase of the Executive Development Program involves a meticulous selection process. The Head of the department plays a pivotal role in nominating team members for the program.

Once the initial selection criteria are met, the employee undergoes an interview process with the department head and the hotel General Manager. To ensure objectivity and fairness, a General Manager from another hotel reviews and quantifies the candidate's suitability for the program, guarding against any biases or favoritism.

The purpose of this rigorous selection process, is to identify and nurture individuals who exhibit the potential to excel in higher leadership roles within the company.

Post the selection process, the participants begin a 3-month training at their respective hotel. A detailed schedule is prepared and learning objectives are clearly defined. This is also the time when the participant is assigned a mentor who facilitates the learning in the functional role.

During the course of the training, regular catch up meetings are organized to map the participant's progress.



Simultaneously, the participant attends the virtual instructor led training sessions. Participants are also assigned online courses that are self-paced but need to be completed within 3 months.

During the course of the hotel training, participants are expected to maintain a reflective journal to reinforce their learning.

At the end of the 3-month on-the-job training, the participant attends a 15-day in-person training workshop at OCLD. This workshop mainly focusses on developing leadership competencies. Since all participants from across hotels form a cohort, there is a lot of peer learning that takes place. A 15-week program consists of 150 hours of training content which focuses on developing leadership competencies.

On completion of the 15 day workshop, participants are interviewed by a panel comprised of senior leadership. This interview is conducted to ascertain the participant's readiness to becoming an executive. Upon meeting the necessary criteria, the participant qualifies for a promotion to the executive position.

In a rare situation where a participant is unable to qualify this assessment (for whatsoever reasons), they can repeat the entire training after a gap of 6 months. The time spent in the interim is to prepare them better by addressing their development needs.

**This brings the end of the Executive Development Program.**

### **Change Management Efforts**

Describe any challenges or obstacles that may have been encountered and how they were overcome? What was the process for addressing change management?

Details:

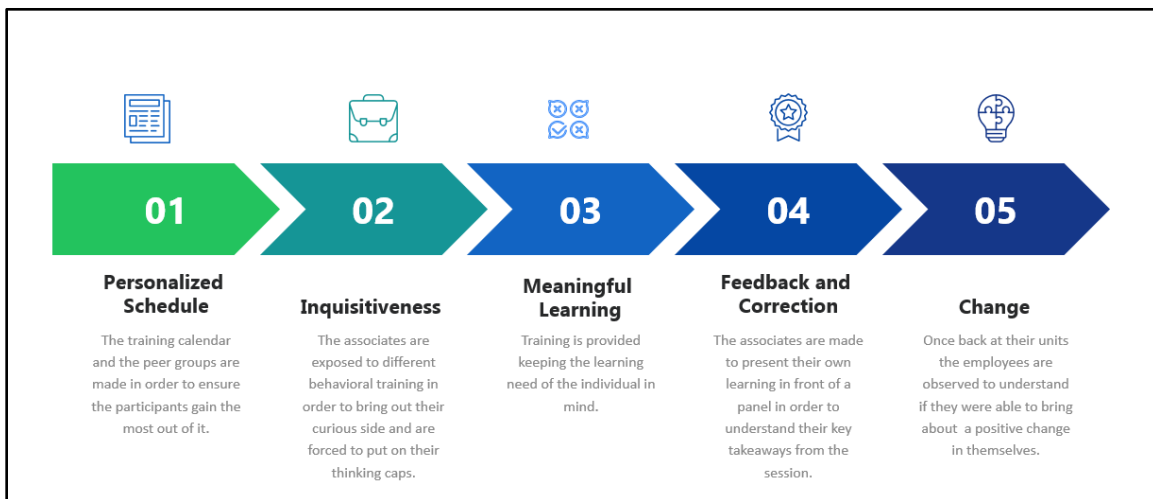
**A large part of the training is conducted at individual hotels. In order to ensure consistency and quality of training, it is important for the hotel and the OCLD training teams to work together. A strong collaboration ensures the participants undergo a personalized and meaningful development process. The change in their mindset, approach to work and behavioral competencies become evident.**

**To ensure the quality of the training is not compromised, weekly meetings are conducted to evaluate the progress of the participant. As and when**



necessary, changes are made to the course, so that the participant benefits from the learning program.

When the participants come to OCLD for the in person immersive training, the group size is usually large (50+ participants). Hence planning the logistics of the program plays a key role. In order to ensure that the personalized focus continues, multiple facilitators work with each other. The participants get to interact with these subject matter experts which contributes to their learning.



### Measurable Benefits

The single most important outcome is that almost all participants qualify for selection to an executive role. The Executive Development Program is so rigorous that very rarely does one fall short of expectations. Year-on-year vacancies of at least 60-70 executive positions are filled by participants of this program.

Successful completion of the program ensures career progression for the participant. It also continues to add to the leadership pipeline in the company.

Many of the participants from the earlier batches of the Executive Development Program are now in senior leadership positions within and outside the company.

One of the key advantages of adopting a blended learning approach for developing people is that, it provides much more flexibility in creating learning paths for the individual. It is more personalized based on individual development needs.





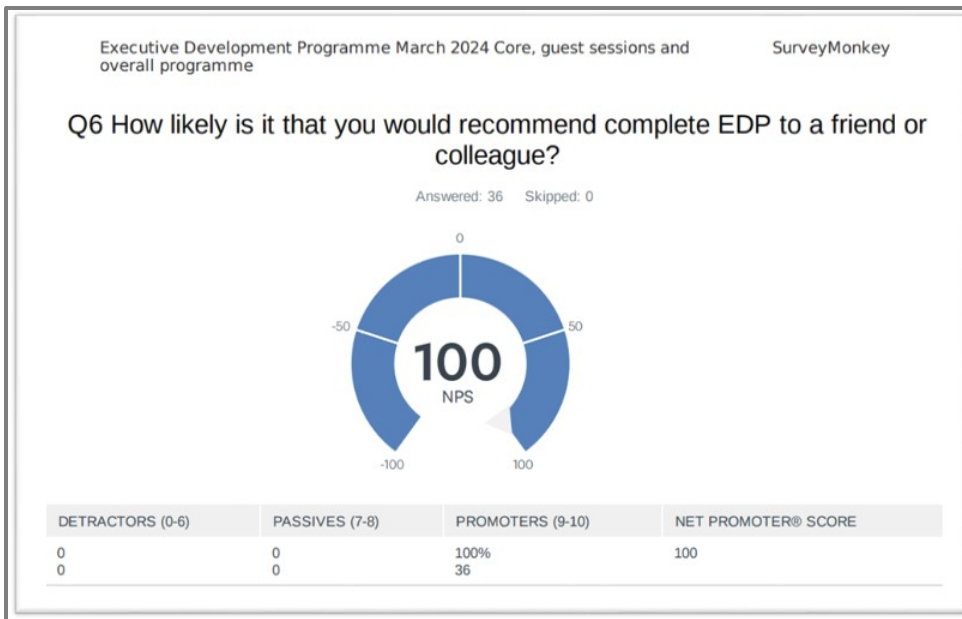
This helps the organization appreciate individual differences and personalities and yet deliver to a common outcome.

Internal development of employees has also ensured cost saving in external hiring for those positions. On an average about INR 5 million is saved annually on such hiring.

The success of the Executive Development Program also guarantees a career growth to all aspirants. It encourages employees to perform well to secure a nomination for the program. This desire is mostly self-driven rather than being enforced by the organization, thereby creating a more motivated and highly productive team.

## Overall

Participant feedback on the Executive Development Program has been positive. Given below is a snapshot of the rating for the Executive Development Program conducted at the OCLD:



Based on the strategic plans of the organization for the next Financial Year, following are some of the areas that the L&D team will be working upon to strengthen the Executive Development Program:

- Building the Employer Brand of The Oberoi Group. This is a marketing initiative in partnership with the Corporate Human Resource, with the objective of attracting the right talent and thereafter nurturing them.



- Leveraging emerging technologies for improving efficiencies in training. In an AI enabled world, the L&D team foresees immense opportunities to use technology to make this program more engaging, effective and efficient. Thereby, channeling resources to create highly customized training paths for its employees.



# About Brandon Hall Group™

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