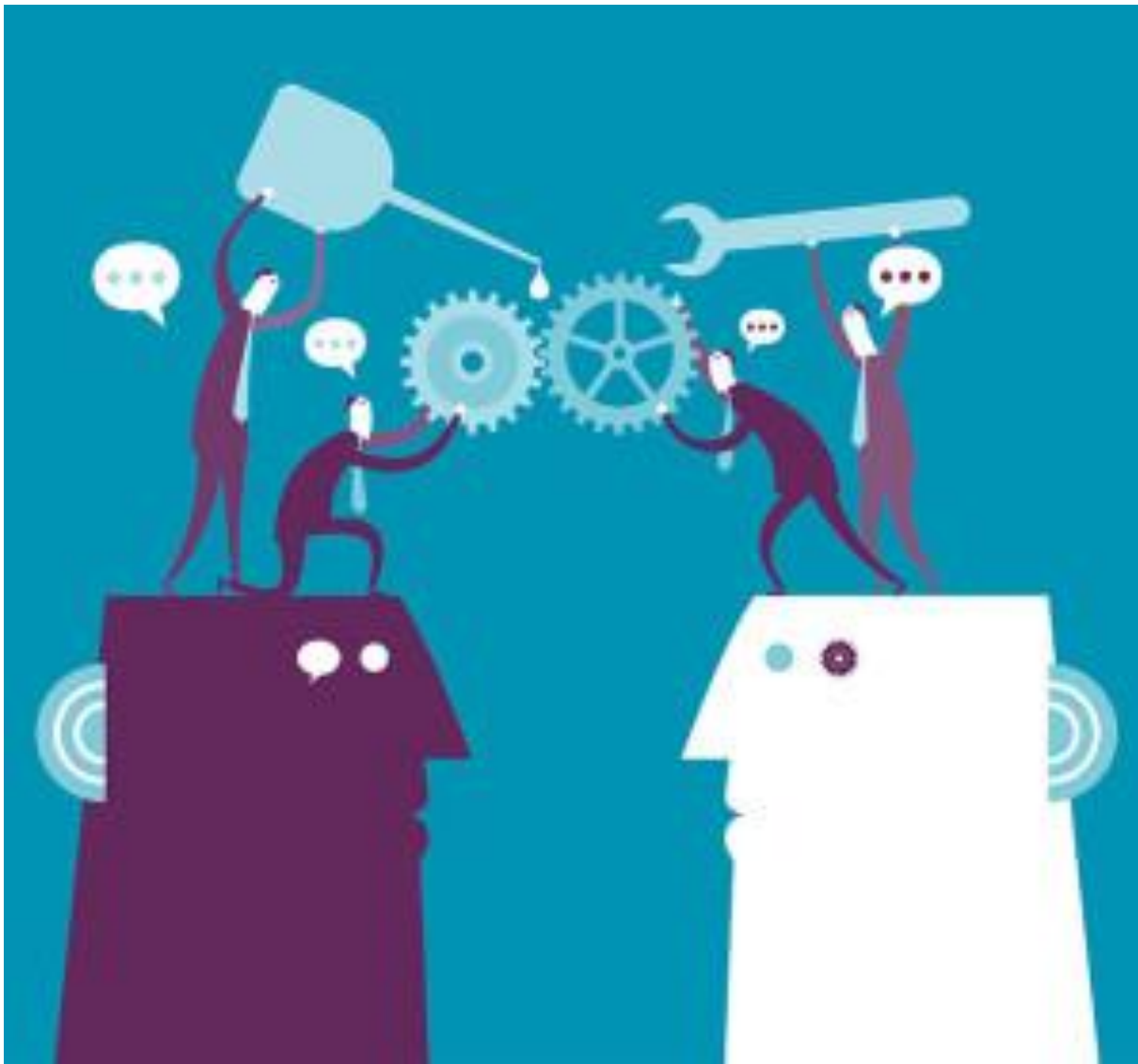


R Square Consulting



Organizational assessment: A case study





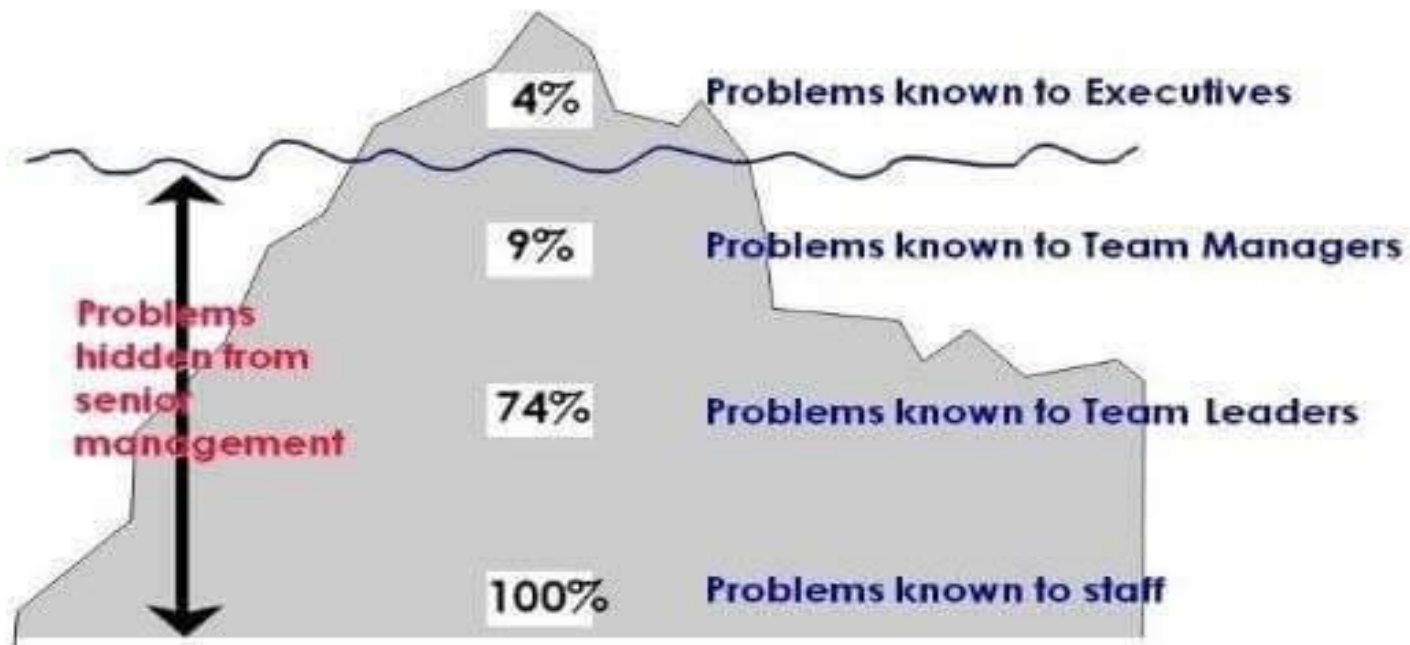
Why do you need an organizational assessment?

1. Most organizations tend to struggle with some issues which prevent them from performing at their full potential.
2. Senior leadership in most cases is unable to understand the real reasons for this as they are seeing the organization from a certain angle.
3. Most senior leaders try to seek feedback from employees, however, employees tell senior leadership what the employee thinks the senior leader wants to hear.
4. This leads to senior leadership solving the wrong problem, which leads to organization performance not improving, which leads to frustration.
5. A skilled consultant takes a 360 degree view of the organization and is able to uncover the real issues facing the organization.
6. Addressing the real issues uncovered by the external consultant leads to improvement in organizational performance.



The Iceberg of Ignorance

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Adapted from
"Quality Improvement and TQC Management at Colson in Japan and Overseas"
Susney Yoshida

The organizational assessment process



1. An experienced and skilled consultant can complete an organizational assessment of an organization of up to 1000 employees in 3 days.
2. The consultant examines the organization structure and reporting relationships, the performance management system, the compensation and incentive structure, process and policies, employee engagement structure and conducts a semi structured “one on one” interview with a cross section of employees across levels and departments.
3. A diagnostic report giving out the findings is presented to the senior leadership. Based on their inputs and the consultant’s recommendation, an action plan for addressing each of the issues uncovered during the organizational assessment is made. Timelines are agreed to for implementing each of the items of the action plan.
4. The consultant facilitates the change process and ensures that the action plan is implemented as per the defined timelines.
5. A dipstick survey on how the implantation of the action plan is being perceived by the organization is done at every 3-4 month interval.



Case study

Client: A family run company in diverse fields like infrastructure , chemicals, Pharma and metals with over 1500 on role employees.

The assessment :

- a. An opportunity to grow at over 50% per year due to unique product and positioning as well as lack of credible competition, however, laggard growth in all verticals.
- b. Senior leadership unable to understand the reasons for the same. Had a view that it could be due to lack of managerial capability.
- c. Organizational diagnostic done by a senior consultant over 4 days by studying existing organization structure , process and policies as well as conducting semi structured interview with approx 50 employees across verticals and levels. .
- d. Detailed diagnostic report prepared. Number of reasons for lack of growth were uncovered during the diagnostic process. The same were presented to the senior management.
- e. In spite of being totally hands on senior leadership did not have any idea of these reasons and these came as a total surprise to them. Through discussion with the consultant an action plan to deal with all the issues was formulated. The action plan recommended changes in organization structure and reporting relationships, modifying the existing performance management process, communication of clear roles and responsibilities and having a structured development plan for the three layers o leadership in the organization.
- f. The consultant facilitated the organization change process and guided the senior leadership in implementing the action plan.
- g. The organization growth is now moving towards potential with each aspect of the action plan being implemented.



Partial Client List



embrace challenge eXperience success





The Team



Rajiv has over 3000 hours of facilitation experience and is a certified coach and a NLP practitioner. A MDI, Gurgaon alumni, he has vast experience in designing and conducting Assessment Centers. With over 32 years of experience in the Army and senior leadership roles in the corporate world, Rajiv excels in designing customised leadership development interventions for mid and senior roles in organizations. Rajiv has worked on diverse interventions in the arena of organizational culture transformation, establishing competency framework for organizations across industries like Manufacturing, IT, telecom, BFSI and Pharma. A certified executive coach from International association of coaches (IAC) he is the Pune chapter President of International Association of Coaches (IAC).



Amol Dhamne is a management graduate from University of Pune, with specialization in Marketing and HR. He is a certified 'Strength Scope' trainer. He carries a corporate experience of over 17 years in the field of sales, learning & development and HR in top notch FMCG, Insurance, Banking and Automobile companies. He has held active frontline to senior positions in various industries which gives him a unique strength in four core functional areas L&D, Competency Mapping & Assessment Centers, Corporate Training Execution & Training Content Development and HR. As a result of his exposure into these areas he has a practical and realistic view of conducting programs and HR consulting.



Vinayak Joshi is a management graduate from Pune University with specialization in Marketing. He is a certified 'DISC' trainer. He has corporate experience of two decades in the field of business, operations and customer service in top notch FMCG, consumer durables and telecom companies. His competence lies in business development, customer service and operations. He meticulously utilizes his experience of business realities and challenges in his workshop designs and delivery expertise of leading large group of people and cross functional teams to deliver business goals brings practicality in his workshops. Vinayak's competency of creating personal and managerial success, enhancing leadership capabilities for building winning teams makes him an effective experiential facilitator.



The Team



Lt Col VC Prakash (Retd) served in the Indian Army for 23 years and imbibed the best practices of the Armed Forces. He headed the HR Admin of a Manufacturing Company for 3 years. During this tenure, he successfully formulated and implemented various HR policies in line with the Company business. As part of the team of Pegasus, Pune for six years, he successfully conducted over 300 Experiential Learning based programs (Outbound) ranging from Team Building to Leadership programmes as also Assessment and Development programs for various sectors. He constantly worked towards delivering value based ROI to the client system and successfully anchored a series of programs which were measured for effectiveness at level 1 and 2 based on the Kirkpatrick Model. He is a PGDBA in HRM and a Certified Practitioner in NLP. He has also attended



Meeta, has a Post Graduate Degree in Human Resources (Indsearch, Pune University). She has more than 11 years of experience in teaching, training and human resource consulting. She has worked with SIBM and as a Certified Trainer on behavioral skills Infosys. Overall, in the role of a facilitator, she has more than 9 years experience in designing and delivering value based programs like Enhancing Interpersonal Communication, Customer Orientation and Management, Telephone & Email Etiquette, Managing Relationships at the workplace, Personality Grooming, Team Building, Stress Management, etc.. One of the popular modules which she facilitates is the Big 5 Mirror workshop to enhance self-awareness, build interpersonal sensitivity and team bonding. Conceptual clarity, networking skills and a consulting mindset are some of her professional strengths.



With an extensive corporate experience in the HR functions of leading organizations, Pallavi's work experience has been in the space of Talent management, Capability building and HR Business Partnering for over a decade with companies like Hindustan Unilever, Novartis Pharmaceuticals -India, and SKF India. With an educational background in Human Resources and Psychology, she is trained to interpret psychometric instruments, and to coach and counsel employees. She has over ten years of experience in designing assessment and development centres, designing career pathways for organizations and competency based development programs and interventions, along with competency assessments. She brings forth a decade of experience in creating, anchoring and doing competency assessments and customised training and development programs .



Thank you!

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