

CASE STUDY

Syngene

Customised year-long program to upskill Syngene's team members and leads in their competency framework



About Syngene

Syngene is an India-based MNC. Outside of India, they have a small office in USA.

A contract research, development and manufacturing organization (CRDMO), Syngene provides integrated discovery, development, and manufacturing services to pharmaceutical, biotechnology, animal healthcare, consumer goods and agrochemical companies.

Its innovative culture is driven by the passion of its 4,240-strong team of scientists who work with clients from around the world to solve their scientific problems, improve R&D productivity, speed up time to market, and lower the cost of Innovation.

Background And Problem

Syngene has developed a 5-competency framework, which defines the skills, knowledge, and attributes that employees need to perform successfully.

The 5 competencies are:

1. Works Collaboratively
2. Provides Clarity & Focus
3. Partners with Customers
4. Drives Accountability
5. Develops Self & Others

The framework covers all levels of employees within the organization; with each competency being defined differently for each level. This case study only covers the “Works Collaboratively” framework, which is defined as:

Competency	Level 1-5	Level 6-7: Team Leads	Level 8-10: Team Members
Works Collaboratively		Defined as: <ul style="list-style-type: none">• Actively seeks input and different perspectives from peers in own teams and others.• Demonstrates genuine interest and curiosity about	Defined as: <ul style="list-style-type: none">• Seeks the views of others in order to gain collective engagement and alignment around a task.• Demonstrates the ability to flex their own position in

Competency	Level 1-5	Level 6-7: Team Leads	Level 8-10: Team Members
		<p>different views to their own</p> <ul style="list-style-type: none"> • Actively contributes to team-wide discussions • Active listener, clarifies understanding of others view points • Supportive of others, does not blame others when things go wrong 	<p>light of diverse view points when taking views from peers, or more junior colleagues</p> <ul style="list-style-type: none"> • Seeks diverse views to gain view of bigger picture, not just for purposes of influencing to their own agenda. • Is not defensive under pressure

A year-long program was designed and delivered by us, aimed at upskilling Syngene's team leads (levels 6-10) in these competencies.

Therefore, the learning objectives for this competency for both groups were defined in the following manner:

1. Team Members:

- Importance of actively seeking inputs/ perspectives from team members/ other stakeholders.
- Empathy Maps: Genuine interest and curiosity about their views.
- Speaking up
- Clarifying Goals and Priorities
- Understand where the other person is coming from – support them & does not blame.

2. Team Leads:

- Importance of actively seeking inputs/ perspectives from team members/ other stakeholders for alignment around a task.
- Demonstrating the ability to flex their own position in light of diverse viewpoints when taking views from peers, or more junior colleagues. Seeking commitment in spite of disagreement.
- Seeks diverse views to gain a view of the bigger picture.
- Understand the need for Psychological Safety in teams: Encourages and role models respect and support for others, even when things go wrong.

Solution

Our customized offering included:

1. Curating content for each competency's proficiency level definition.

Sessions were delivered using this content.

2. Delivering sessions virtually.

A total of 29 sessions were delivered, ~4 sessions a month between May to December 2023.

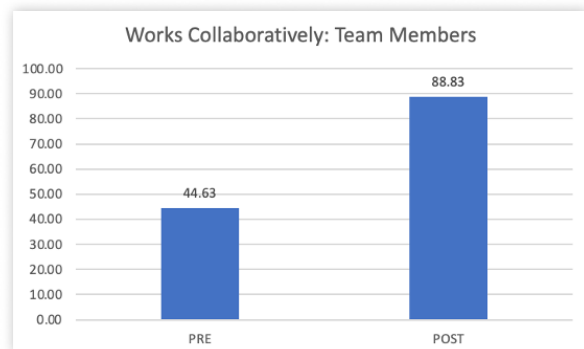
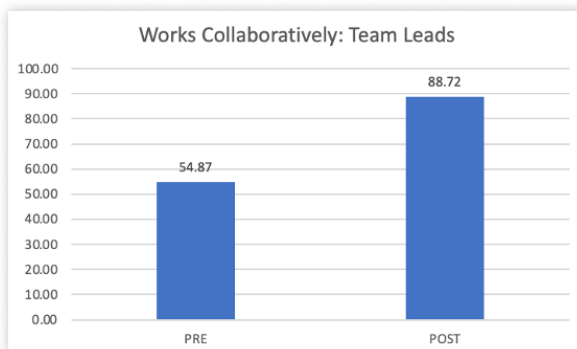
These sessions were designed keeping in mind the attention span of learners –2-3 hours each with experiential activities built-in. In order to ensure that each session was impactful, FocusU facilitators utilized activities, cases, and examples, and tied everything back to the learners' workplace. The focus was on facilitating rich discussions which were relevant and practical for the learners to ensure that learning was contextualized and effective.

Further, to cover the maximum number of employees at Team Member and Team Lead levels, a series of programs were run and employees were asked to self-nominate based on their availability for all the 6 competencies.

3. Conducting pre and post assessments to gain insight into the effectiveness of the learning sessions.

Impact

Pre and post assessments for the "Works Collaboratively" competency revealed the following:



The breakdown of different batch scores and number of respondents can be found below:

The collated average scores for all batches of each group for this competency is presented below (in terms of percentage):

Date	Pre/Post	Respondents	Average Scores (%)
30th June	Pre	26	56
	Post	22	85
18th August	Pre	14	45
	Post	7	81
7th September	Pre	25	56
	Post	18	89
5th October	Pre	18	44
	Post	6	94
2nd November	Pre	17	45
	Post	11	91
29th November	Pre	20	52
	Post	18	93

The above depicts the needle movement for participants in terms of participants' understanding and comprehension of concepts, as well as their confidence level to apply behaviors related to the given competency post the sessions.

Learners were also asked an open-ended question inquiring about what and where they would apply in the workplace. Some of the most common responses are illustrated below:

1. Empathy towards others at work / understanding the other's perspective
2. Aligning team to goal
3. Recognising team members for effort
4. Practicing reciprocity
5. Use learnings when working with cross-functional teams, team members, clients, and other stakeholders on given projects or tasks

Conclusion

The data points to a clear learning impact for the competency of “Works Collaboratively” for multiple batches of both groups: Team Members and Team Leads. Thus, we can say that the learning sessions were effective in enhancing the groups’ overall knowledge, comprehension, and confidence level in applying learned skills for better workplace collaboration.

Testimonials

“Very good session. I can apply in related to increase productivity levels, improve customer relations, and improve decision making at Syngene.”

“Thank You Team. It is a great session with lots of interaction and progressive.

“From this I have lot of things to practice, I will start from now”

“Thanks, great effort to make us understand the importance of collaborative relationship building”

“This was very helpful and informative which I can apply with all my stakeholders within, outside team, CFT, internal and external as well”

“Overall very good and it is very useful.”



To know more about us, drop in at
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We are a very friendly bunch so do
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