

Impact Report

Leadership Accelerator Development (LEAD) Program

April 2024 - April 2025



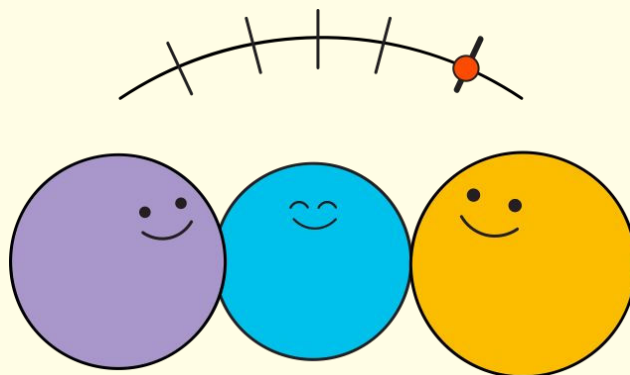
Executive Summary

The Leadership Accelerator Development (LEAD) Program was launched as a strategic intervention to support the client's shift from a historically dominant tobacco business to a competitive, innovation-driven Fast-Moving Consumer Goods (FMCG) organization. With mid-managers and high-potential individual contributors acting as the crucial bridge between strategy and frontline execution, the program aimed to equip this cohort with the tools, mindset, and behaviors required to lead change, influence without authority, foster collaboration, and embrace customer-centric innovation.

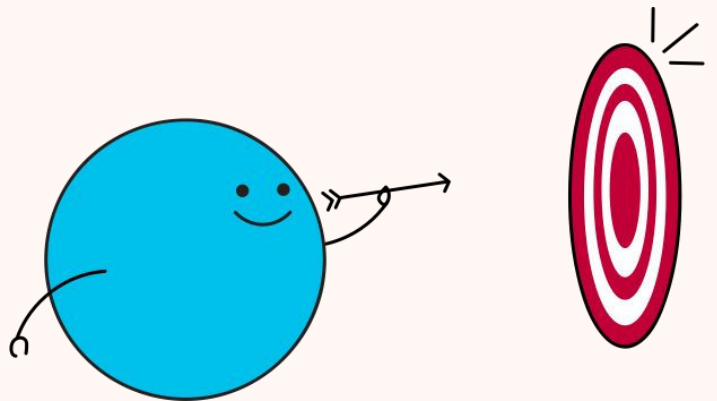
The 12-month journey, designed and delivered by FocusU, in partnership with the team, included psychometric self-discovery through Emergenetics®, immersive in-person sessions, action learning projects (ALPs), a group reflection session, and a 180° pre- and post-program assessment. Participants explored core themes of strategic thinking, leading change, customer centricity, collaboration, problem solving, and influencing.

The program not only engaged learners but enabled meaningful behavior shifts aligned to business priorities. Facilitators noted strong learner sincerity, contextual alignment, and open sharing of challenges. The design successfully supported mindset evolution from reactive to strategic, individual contributor to team influencer, and operational executor to customer-focused innovator.

Quantitative and qualitative evidence reinforces the program's effectiveness: a CSAT of 8.5/10, competency uplift (notably in customer orientation, strategic thinking, and collaboration), and impactful Action Learning Projects that targeted real business issues. The journey concluded with learners not just absorbing concepts but actively applying them to drive innovation and improvement on the ground—reflecting a clear step forward in the client's cultural and leadership transformation.



Background



About the Company

The company, historically recognized as a market leader in cigarette manufacturing, has been undergoing a significant strategic transformation. Over the past few years, the organization has consciously expanded its footprint into the **Fast-Moving Consumer Goods (FMCG)** sector. This shift marks a bold step into a more competitive, innovation-driven, and consumer-centric market landscape, requiring a corresponding evolution in the leadership mindset and organizational culture.

The Need for Intervention

While the diversification strategy was defined at the top leadership level nearly two years ago, the organization faced a crucial challenge—translating this vision into everyday action at the mid-managerial and frontline levels. As key executors and influencers, mid-managers and high-potential individual contributors needed to internalize the strategic intent, align their teams, and lead behavioral shifts amidst ambiguity and change.

The transition also called for:

- A **shift** to a **customer-centric, design-thinking-led approach** suitable for FMCG markets.
- Enhancing **collaboration and agility** across functions and distribution partners.
- Leading with a **big picture mindset** while dealing with operational and market-level hurdles.

The Solution: LEAD (Leadership Accelerator) Program

The client partnered with FocusU to design and deliver an immersive learning journey spanning over 12 months to a group of 30 mid-managers and high-potential team members. The key objectives were to:

- Build self-awareness about leadership and collaboration styles using a psychometric tool.
- Build awareness and buy-in for the ongoing diversification and the strategic rationale behind it.
- Equip participants with the tools to **lead change**, influence mindsets, and act as a bridge between strategy and frontline execution.
- Introduce **customer-centric innovation tools**, including **design thinking**, to reimagine product development and packaging.

The program combined **experiential activities, facilitated reflections, peer learning, and real-time application tools**, ensuring high engagement and contextual relevance.

Challenges on Ground

The LEAD Program was conceived in response to a set of complex, real-world challenges faced by mid-level managers and high-potential individual contributors in a company undergoing strategic transformation. Below is a summary of the key challenges extracted from pre-program participant reflections, manager feedback, and insights from facilitators post-delivery of the sessions:

1. Struggling to Navigate a New Market Landscape

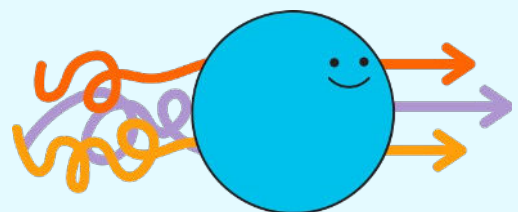
- **From Push to Pull:** The client's transition from a dominant tobacco business into the highly competitive FMCG space has meant moving from a product-push environment to a customer-pull, innovation-driven one. Participants acknowledged the need for change but expressed uncertainty and stress around *how* to operate and win in this red ocean market.
- **Feedback Insight:** Managers noted that their team members "need to take up new challenges and execute them properly" and "should understand the need for change and lead the team from the front."

2. Operational Inertia and Resistance at the Ground Level

- **Reluctance to Let Go of Old Patterns:** Despite conceptual acceptance of change, many learners showed signs of hesitation in shifting from long-held habits and "cigarette mindset" ways of working.
- **Resistance Themes:** The sessions surfaced signs of early-stage resistance to change, as described by facilitators.

3. Limited Strategic Thinking and Time for Big Picture Alignment

- **Overwhelmed by the Immediate:** Learners often defaulted to operational firefighting. Several participants mentioned challenges like "neglecting planning" and "overthinking minor issues."
- **Manager Feedback:** Managers flagged the need for their team members to step up with more "strategic perspective" and "align the front line with the top leadership's direction."

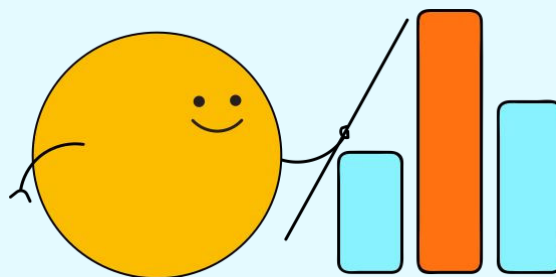


4. Collaboration and Cross-Functional Alignment Gaps

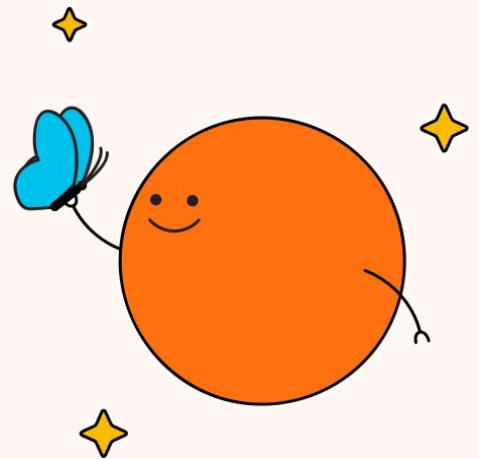
- **Siloed Efforts:** Many employees were strong individual performers but lacked the collaborative muscle needed to lead through influence across departments. This was evident in assessments where managers noted a need for “better team communication,” “cross-functional engagement,” and “professional relationship building.”
- **Facilitator Insight:** Experiential activities such as the Domino Challenge revealed how hard it was for teams to collaborate and address challenges as a team, mirroring real workplace dynamics.

5. Mindset Shifts Still in Progress

- **Need for Flexibility and Resilience:** Rigid thinking, fear of ambiguity, and a focus on personal routines or roles were commonly mentioned. One learner noted the need to “think without boundaries” while another acknowledged that they need to stop “working in isolation and start understanding the broader objective.”
- **Manager Feedback:** “He must stop working on a 9-to-5 basis... and lead team discussions and strategic problem-solving.”



The Solution: LEAD Program



The **LEAD (Leadership Accelerator Development) Program** spanned 12 months and combined experiential learning sessions, practical frameworks and tools, workplace application through action projects, a group reflection session for recap and troubleshooting application related challenges, and a pre and post journey 180 degree survey to assess behaviour change.

Program Elements

The learning journey included the following key components:

1. Pre- and Post-Journey Assessments (180° Feedback)

- **Purpose:** To gather multi-rater feedback on key leadership competencies such as big picture thinking, customer centricity, collaboration, leading change, and influencing without authority.
- **Execution:** Both participants and their managers provided structured feedback using a 180° format, capturing developmental insights in "Start-Stop-Continue" style. The execution was conducted by Mercer Mettl.
- **Outcome:** Helped set a personalized baseline for learning and later measure progress and mindset shift.

2. 3-Day In-Person Learning Session

An in-person intervention anchored the journey. It was structured around six core sessions mapped to the competencies and challenges identified in the stakeholder discussions:

Day 1: Strategic Thinking + Emergenetics

- **Emergenetics:** Introduced participants to a neuroscience-based psychometric tool that helped them understand their thinking and behavioral preferences (Analytical, Structural, Social, Conceptual). This formed a foundation for better collaboration and team dynamics.
- **Strategic Thinking / Big Picture Thinking:** Helped participants connect their day-to-day roles with the client's broader transformation agenda. Activities and discussions clarified the "why" of the diversification strategy and the importance of aligning frontline efforts with enterprise-level goals.

Day 2: Customer Centricity + Design Thinking

- **Customer Centricity:** Encouraged a shift from product-driven to customer-focused thinking. The session reframed "customers" not just as external buyers but also internal stakeholders.
- **Design Thinking & Innovation:** Introduced participants to the iterative, user-centered process of innovation. Practical exercises highlighted how empathy, prototyping, and feedback loops could be applied to product design (e.g., solving for packaging inconvenience).

Day 3: Managing Change + Influencing Without Authority

- **Leading Change:** Focused on the psychological journey through change. Participants explored frameworks like the Kubler-Ross Change Curve and Kotter's 8-Step Model to better lead themselves and others through uncertainty.
- **Influencing Without Authority:** Used frameworks like the Cohen-Bradford Influence Model to equip participants with tools for stakeholder management, especially relevant for those without formal people-management roles.

Experiential activities such as **Domino Challenge** (collaboration) and **Helium Hula** (adapting to new ways of working) were deeply debriefed to connect to real-world challenges faced in FMCG execution.

3. Group Reflection Session

Held a few weeks after the in-person workshop, this virtual group session allowed learners to:

- Reflect on how they were applying the learning.
- Share peer insights on overcoming on-ground barriers.
- Crowdfund strategies for continuing behavioral change.

4. Action Learning Projects (ALPs)

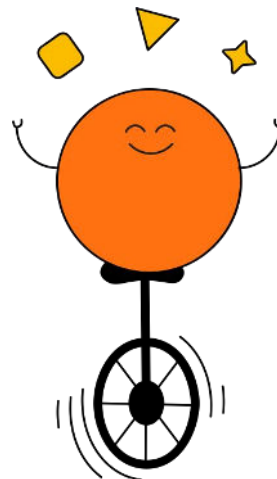
In small groups, participants undertook **live business projects** to apply their learning to current organizational challenges. Project themes included:

- Enhancing packaging design for better accessibility.
- Designing customer feedback loops to inform innovation.
- Strengthening distributor collaboration models.
- Improving internal cross-functional alignment.

Each project was presented to peers, leaders, and facilitators, with teams articulating:

- The problem they addressed.
- The tools and frameworks they used.
- Measurable outcomes or pilot tests.

This phase ensured that learning translated into **visible behavioral shifts and practical business value**.



Learning Methods and Tools Used

Method	Tools/Frameworks
Experiential Activities	Domino Challenge, Helium Hula
Psychometrics	Emergenetics®
Leading Change and Influencing	Kubler-Ross Change Curve, Cohen-Bradford Model, Kotter's 8-Step
Design & Innovation	Design Thinking (Empathy, Ideation, Prototyping)
Strategic Thinking	BCG Matrix, Growth Mindset
Peer Learning	Group Reflection
Application	Action Learning Projects with real business context

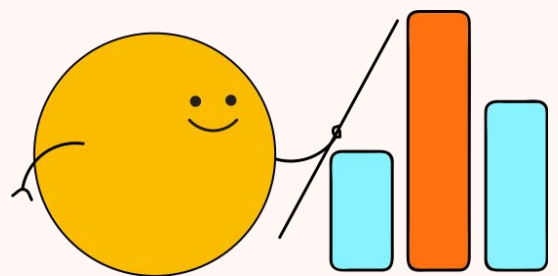
Alignment to Program Purpose

Each element of the solution was carefully mapped to the core challenges:

Building Buy-In for Change	Strategic Thinking, Leading Change
Overcoming Operational Inertia	Action Projects, Group Reflection
Shifting from Product to Customer	Customer Centricity, Design Thinking
Enhancing Collaboration & Influence	Emergenetics, Influencing Without Authority
Driving Innovation in Execution	Design Thinking, Action Projects

By combining immersive learning with business reality and reflection, the LEAD Program created a sustainable foundation for driving transformation at the ground level.

Data & Insights



Post Session Learner Feedback

The post-program feedback reflects a highly positive learning experience across both structure and facilitation, with participants indicating strong alignment between session content and their workplace realities.

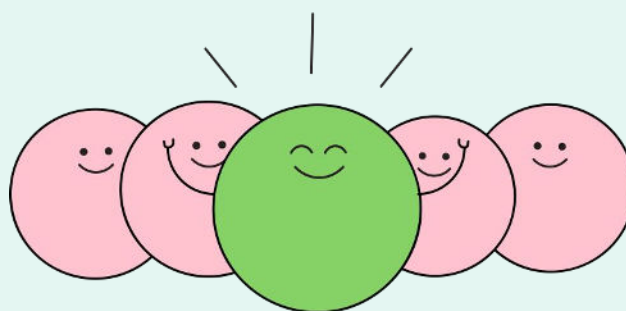
Overall Satisfaction

- **CSAT (Customer Satisfaction Score):** 8.5/10, indicating a high level of satisfaction with the program's relevance, design, and facilitation.

Quantitative Feedback Summary

Participants were asked to rate key elements of the program on a scale of 1 to 4:

Feedback Statement	Average Ratings (out of 4)
The topics covered were relevant to me	3.33
The content was organized and easy to follow	3.46
The materials distributed were helpful	3.42
The program design was practical & provided opportunity to apply concepts in real time	3.42
The facilitator(s) responded to queries effectively	3.54
The facilitator(s) encouraged active participation and interaction	3.63
The program objectives and learning met my expectations	3.25



Key Learnings Shared by Participants

Participants reported a wide range of valuable takeaways, with repeated emphasis on the following:



Understanding self and others through Emergenetics



Customer-centricity and shifting to a service-oriented mindset



Big picture thinking and alignment with organizational vision



Design Thinking as a structured innovation process



Influencing without authority



Kotter's 8-Step Change Model and leading change effectively

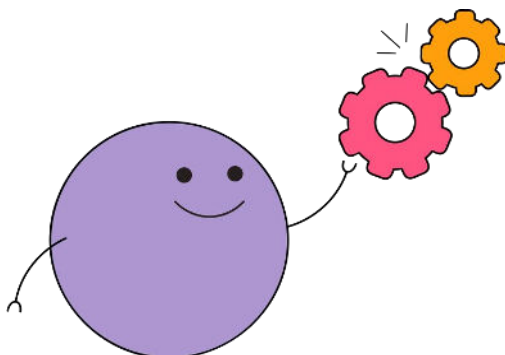


Practical tools like active listening, diagnosing perspectives, and behavioral adaptability

Application Intentions Shared by Participants

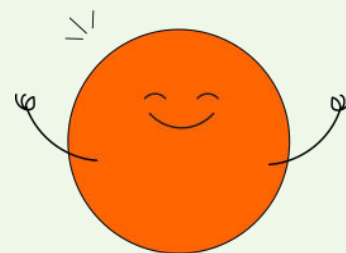
Learners demonstrated clarity and intent on applying the concepts in their roles:

- Using **design thinking** and structured problem-solving in field-level and factory initiatives.
- Enhancing **team communication and collaboration** using insights from personality styles.
- Applying **customer orientation frameworks** to improve stakeholder engagement and service delivery.
- Practicing **influence and leadership skills** in cross-functional scenarios.
- **Prioritizing strategic thinking** and aligning daily work with business goals.



Facilitator Insights

The facilitators' reflections offer rich anecdotal insights into the learning environment, participant readiness, and overall program effectiveness. These observations help contextualize the data from assessments and learner feedback and validate the program's alignment with on-ground realities.



1. Cohort Profile and Engagement

The cohort comprised **mid-level managers and high-potential individual contributors**, many of whom are **key influencers within their teams**, even if not formal people leaders. A subset of 5–7 participants were people managers, while the rest were senior ICs recognized for their domain expertise and leadership potential.

Facilitators noted that:

- The group was **sincere, interactive, and highly engaged**, openly sharing challenges and examples from their roles.
- Participants **saw the relevance of the sessions to their current challenges**, which made them more receptive and participative.
- While there was some **pre-existing awareness of the diversification strategy**, the experiential learning methods helped **deepen their understanding and internalize the “why” behind the transformation**.
- The **Emergenetics framework quickly became a shared language**—facilitators referenced it in subsequent sessions to explain team dynamics and communication challenges.
- **Design Thinking** was new to most participants, but they took to it with interest, recognizing its value in product design and customer-centric innovation.

2. Mindset and Market Challenges

Participants are actively working in a **challenging transition phase** as the organization enters a **red ocean FMCG market**. While they have largely **accepted the need for change**, they face day-to-day hurdles that make the shift complex and often overwhelming.

Facilitators observed:

- There was **latent inertia and stress** related to how to execute change.
- The **Kubler-Ross Change Curve** resonated with participants, helping them **make sense of the emotional aspects of change**—including reluctance, frustration, and confusion.
- At the frontline level, there was recognition that a **reinforced connection to the bigger picture** was essential.

3. How the Sessions Addressed the Challenges

Facilitators adapted the flow based on **live participant inputs** from Day 1, ensuring the subsequent days were contextualized and grounded in real-world challenges.

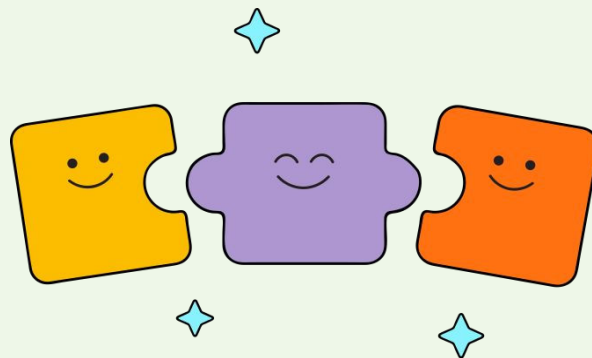
Key interventions that helped:

- **Discussion of market trends** helped participants zoom out and view their work through a strategic lens.
- **The Domino Challenge** served as a powerful metaphor for cross-functional collaboration. It surfaced real behavioral barriers around teamwork, trust, and sequential coordination—all of which are essential for executing change on the ground.
- The **Helium Hula activity** highlighted how ingrained habits and rigid approaches (“cigarette mindset”) can sabotage progress in new business contexts. It reinforced the idea that **new markets require new behaviors** and an openness to experimentation.
- Facilitators consistently brought conversations back to the **need for mindset shifts**, helping participants see their role not just as executors but as **culture carriers and informal change agents** within their teams.

4. Readiness for Leading Change

While participants are at varying stages of readiness:

- They have internalized the organizational direction and show intent to align.
- They recognize the need to influence both up and down—connecting frontline realities to leadership expectations and vice versa.
- The sessions equipped them with the tools and frameworks to navigate this duality more confidently.

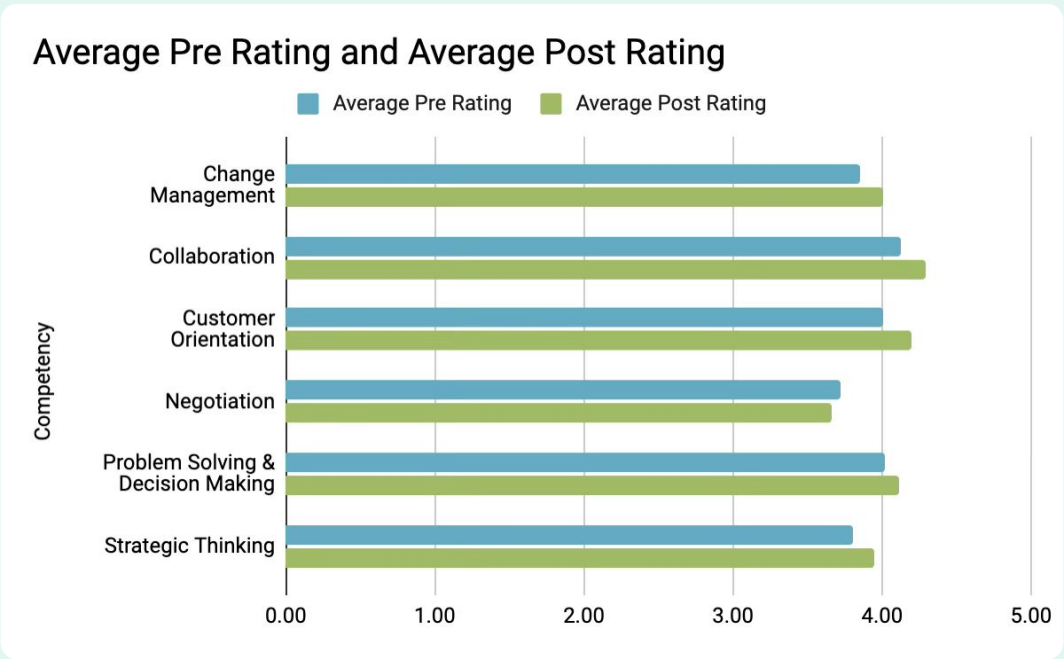


Pre and Post 180 Degree Survey

To measure the effectiveness of the LEAD journey and capture behavioral shifts across key leadership competencies, a 180-degree feedback assessment was conducted at both the beginning and the end of the program. The assessment captured both **self-perception** and **manager feedback** across six critical competencies aligned to the business context: **Change Management, Collaboration, Customer Orientation, Negotiation, Problem Solving & Decision Making, and Strategic Thinking.**

Overall Results:

Competency	Average Pre Rating	Average Post Rating	Percent Shift
Change Management	3.85	4.00	+4.00%
Collaboration	4.13	4.30	+4.10%
Customer Orientation	4.01	4.20	+4.60%
Negotiation	3.72	3.67	-1.48%
Problem Solving & Decision Making	4.02	4.11	+2.31%
Strategic Thinking	3.80	3.95	+4.00%
Total	3.92	4.04	+2.92%



*Formula used to calculate % shift: $[(\text{Post Average} - \text{Pre Average}) / (\text{Pre Average})] * 100$

Interpretation of the Results

- The most significant improvement was seen in Customer Orientation (+4.6%), highlighting how the focus on customer journey mapping, design thinking, and understanding "moments of truth" during the learning journey resonated strongly with participants. This aligns with the organization's strategic shift toward a consumer-centric FMCG approach.
- Collaboration and Strategic Thinking also saw strong positive movement, indicating that participants are increasingly aware of the need to operate cross-functionally and with a long-term view—critical for aligning frontline teams with the broader business vision.
- Change Management showed a healthy 4% increase, suggesting that learners were better equipped to understand, adapt to, and lead change post-program. This was a direct objective of the journey and reinforced through frameworks like Kotter's 8-Step Model and the Kubler-Ross Change Curve.
- A moderate improvement was seen in Problem Solving & Decision Making (+2.31%), reflecting greater confidence in structured problem analysis, stakeholder input, and data-backed decisions—key components explored in the action learning projects.
- The only area that showed a decline was Negotiation (-1.48%). This could be due to the focus of the program being more on adapting to and leading change, collaboration, and strategic thinking.

Key Observed Shifts from Pre to Post Open Ended Responses

1. From Broad Behavioral Awareness to Specific Actions

- **Pre:** Many responses reflected general awareness of improvement areas (e.g., "improve time management," "gain leadership skills," "be more proactive") without a clear path.
- **Post:** Participants articulated more specific and actionable changes, such as:
 - "Start prioritizing tasks using a daily planner"
 - "Start using ERRC Model on new initiatives"
 - "Start delegating and spending more time with subordinates"

2. Increased Focus on Strategic and Leadership Behaviors

- **Pre:** A significant number of learners emphasized personal habits (e.g., stop overthinking, avoid rigidity, reduce panic).
- **Post:** Reflections included higher-level leadership behaviors, such as:
 - Taking ownership
 - Developing the team
 - Participating in strategic decision-making
 - Focusing on long-term vision and business goals

3. Shift from Internal Self-Awareness to Team and Organization Orientation

- **Pre:** Responses were largely introspective (e.g., "stop being flexible with teammates," "start reading more," "work on self-discipline").
- **Post:** There is a noticeable shift toward team impact and business contribution, e.g.:
 - "Stop micromanaging and start trusting the team"
 - "Start focusing on influencing others with facts and figures"
 - "Continue motivating the team and tracking their progress"
 - "Start aligning the team toward the same business goal"

Action Learning Project Insights

As the capstone to the LEAD journey, participants worked in cross-functional teams to solve real organizational challenges using the frameworks and tools introduced during the learning sessions. These Action Learning Projects (ALPs) were designed to apply concepts such as Design Thinking, Kotter's Change Model, Customer Centricity, and Blue Ocean Strategy directly to the client context. Each team presented their work to an internal panel, showcasing not only their ideas but also their ability to translate learning into action.

Details of projects are shared from the next page onwards.

1. Impact Initiators – Winner: Customer-Centric Execution

Objective:

The Impact Initiators team aimed to drive customer-centric innovation within the org by deeply understanding customer expectations and identifying critical improvements across various touchpoints. Their focus was on enhancing customer satisfaction and loyalty across product lines such as cigarettes, confectionery, and biscuits.

Approach:

Using the “Moments of Truth” framework, the team:

- Mapped customer touchpoints from pre-purchase to post-sale experiences.
- Conducted structured consumer and retail research through surveys, interviews, and field insights.
- Analyzed customer feedback across product categories and sales channels.
- Benchmarked against practices in the country and other select markets.
- Identified pain points and developed actionable recommendations.
- Proposed metrics, customer care processes, and implementation plans to improve experiences.

Key Outcomes:

- **Deep customer insights** were gathered, revealing dissatisfaction with packaging, need for product innovation (e.g., new flavors, formats), pricing concerns, and lack of effective feedback mechanisms.
- **Retailer and distributor pain points** were identified, such as lack of support, training gaps, and ineffective complaint resolution.
- The team developed a comprehensive **customer care strategy**, including recommendations for:
 - A **dedicated toll-free customer support system**.
 - Feedback collection mechanisms via forms, WhatsApp, and chatbot.
 - Enhanced visibility of contact information on packaging.
 - Recognition and training programs for distributors and frontline staff.
 - **Practical recommendations** included introducing mini-pack formats, revising trade margins, launching gifting packs, improving packaging aesthetics, and rolling out training for sales teams.

Why this project stood out:

The Impact Initiators combined structured research with strategic thinking and design tools to identify clear, actionable initiatives that can be implemented at scale to transform the company into a truly customer-centric organization. Their methodology demonstrated thoughtful stakeholder engagement, effective use of customer data, and practical innovation.

2. Action Architects – Winner: Design Thinking

Objective:

The Action Architects team focused on solving a real, ongoing operational challenge at the org's factory — the inefficient Work-in-Progress (WIP) process for recycling rejected but usable cigarette packets. The project aimed to reduce manpower fatigue, streamline process steps, and minimize waste due to manual handling and error.

Approach:

Using the five steps of the Design Thinking framework — Empathize, Define, Ideate, Prototype, Test, Iterate — the team conducted in-depth field observation and stakeholder interviews to understand the root causes of process inefficiencies and developed a human-centered solution.

- Empathize: Mapped current WIP process; observed labor fatigue, manual dependency, error-prone handling, and resource underutilization.
- Define: Framed the problem as "high-effort, high-error, and low-speed process with a risk of brand mix-up."
- Ideate: Brainstormed three technical solution paths — selected the most feasible idea for automating packet tray feeding into the wrapping machine during operations.
- Prototype: Designed and built a functioning tray feeding system with pusher mechanism integrated into the over-wrapper machine.
- Test: Conducted trials with line operators, captured feedback, and initiated modifications including guard additions, improved cylinder design, and speed optimization.
- Iterate: Incorporated user feedback and implemented technical refinements to improve usability, safety, and efficiency.

Key Outcomes:

- Developed and tested a **working prototype** for a mechanical solution to feed packets back into production, enabling recycling during live operations.
- Reduced dependency on manual sorting and feeding, thereby lowering risk of error, worker fatigue, and operational delays.
- Demonstrated a practical model that can be **scaled across other manufacturing units**, driving long-term efficiency and sustainability.
- Actively involved end-users in testing and refining the solution, ensuring design met real operational needs.

Why this project stood out:

The Action Architects team not only applied the Design Thinking framework rigorously but moved from ideation to physical prototyping, showcasing deep understanding of factory-level operations. Their innovation directly tackled a core business process and delivered a replicable, high-impact solution aligned with the org's push for process excellence and waste reduction.

3. Visionary Vanguard

Framework Applied: Kotter's 8-Step Change Model

Project Theme: Develop a transformation plan in your area of work / function / org using Kotter's 8 Step Change Model.

Project Summary:

The team developed a detailed transformation plan proposing the org's entry into the large cardamom export business. They created urgency by highlighting the country's stagnant cigarette volumes and the global demand for large cardamom. The team leveraged Kotter's 8-step framework to lay out an end-to-end strategic and operational roadmap — including stakeholder engagement, team formation, infrastructure requirements, and long-term brand goals. Key enablers such as farmer contracts, processing facilities, and export certifications were explored. The plan aimed to create a new revenue stream while promoting the country's agricultural heritage.

Contextual Application:

- Successfully mapped all 8 steps of Kotter's model to the business transformation idea.
- Demonstrated understanding of market potential, internal capability leveraging, and supply chain challenges.
- Embedded change sustainment through SOPs, training, and stakeholder feedback loops.

Execution Observations:

The project showcased strong research, structured planning, and clear linkage to change leadership.

However, compared to the winning teams, it lacked a practical prototype or immediate business experimentation to validate feasibility. The idea remained largely conceptual.

3. Momentum Mavericks

Framework Applied: Blue Ocean Strategy – ERRC Grid

Project Theme: Create Blue Ocean Strategy for your team / function / company using ERRC grid to achieve value innovation.

Project Summary:

Momentum Mavericks used the ERRC (Eliminate–Reduce–Raise–Create) grid to reimagine internal communications within the org. The team identified gaps in message overload, lack of alignment, and unclear value in existing communication practices. Their Blue Ocean strategy involved:

- Eliminating: generic broadcast messages.
- Reducing: redundant email chains and siloed updates.
- Raising: team-level alignment, use of real-time collaboration tools.
- Creating: structured feedback loops, visually engaging dashboards, and cross-functional storytelling formats.

Contextual Application:

- The team clearly understood and used the ERRC grid to rethink how value could be delivered through better internal engagement.
- They proposed interventions that aimed to drive innovation culture, agility, and team alignment.

Execution Observations:

The idea was practical and relevant but could have benefitted from more direct application or piloting of a tool or system.

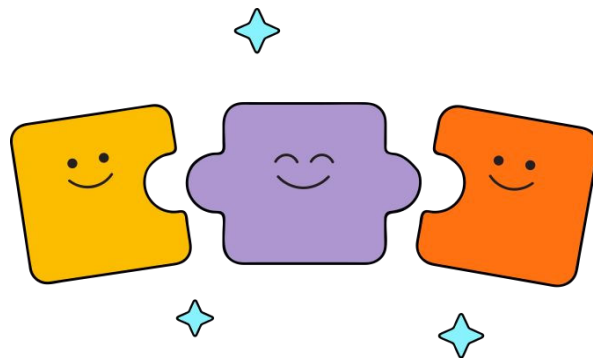
Unlike the winning teams, there was less evidence of on-ground testing or research with end users (employees), which limited business impact demonstration.

Overall ALP Impact

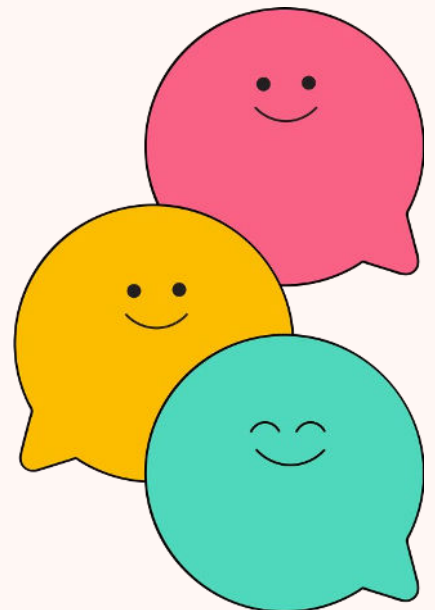
The Action Learning Projects (ALPs) served as a critical component of the LEAD journey by creating space for learners to **translate concepts into concrete actions** within their business context. These projects:

- Provided a platform to **practice learned behaviors**—like customer-centricity, design thinking, and influencing—within a real-world, safe space.
- Encouraged **cross-functional collaboration**, allowing teams to break silos and approach challenges more holistically.
- Enabled participants to not only apply theoretical frameworks but also **initiate tangible business improvements**—from innovation in factory operations to customer insight-driven enhancements.
- Demonstrated that participants were beginning to **move from learning to ownership**, showing confidence in leading change initiatives with real-world relevance.

Learners not only applied their learning directly, but also made a conscious effort to create solutions with **actual business impact**, demonstrating both mindset and capability shifts essential for the company's ongoing transformation.



Conclusion & Recommendations



Conclusion

The LEAD journey catalyzed a significant shift in the way high-potential managers at the organization view their roles, teams, and strategic direction.

Key highlights include:



Behavioral Growth

Observable improvement across most leadership competencies, especially in Customer Orientation (+4.6%), Collaboration (+4.1%), Change Management (+4.0%), and Strategic Thinking (+4.0%).



Mindset Shift

Learners evolved from individual task ownership to broader strategic thinking and cross-functional leadership, as evident in their post-program Start/Stop/Continue (SSC) reflections.



Application & Business Impact

Action Learning Projects demonstrated not only comprehension of the concepts but real attempts to solve core organizational challenges—prototyping machinery, enhancing customer experience, and redesigning processes.



Engagement & Relevance

With a CSAT of 8.5 and high ratings for participation and facilitator effectiveness, learners found the experience immersive, practical, and directly linked to their roles.

Recommendations

To build on the momentum created by the LEAD Program:



Scale the Journey

Consider replicating the LEAD journey across other critical roles or functions—especially field teams and people managers who shape culture and execution daily.



Embed Learning via Reinforcement Mechanisms

- Organize quarterly reflection sessions.
- Institutionalize peer mentoring using program alumni.



Support Project Continuity

- Provide executive sponsorship to top ALPs for pilot implementation.
- Track business impact and showcase internal success stories.



Extend Negotiation Skills Development

- Given the slight decline in negotiation scores, consider a focused intervention on influencing in external-facing scenarios (e.g., distribution partnerships, vendor management).



Increase Manager Involvement for Sustained Change

Actively involve people managers in sustaining new behaviors by encouraging them to:

- Reinforce learning on-the-job.
- Provide psychological safety for experimentation and feedback.
- Recognize and reward customer-centric innovations.

Equip managers to support their teams emotionally during ongoing change by:

- Acknowledging resistance and discomfort as natural responses.
- Holding regular check-ins to discuss the "why" behind changes.
- Modeling adaptability and empathy in their own leadership behaviors.

This program laid a strong foundation for future-ready leadership. Continued focus on developing agile, customer-first, and change-embracing leaders will be vital to realizing the full potential of the diversification strategy.

