



Evolve: Accelerated Leadership Development Journey

Context

At UltraTech, we have experienced 90% organic and inorganic growth in the last 4 years across geographies. UltraTech is spread over 56 manufacturing locations all over India, incorporating 23 Integrated units, 27 Grinding units, 7 Bulk Terminals, 3 Head offices, and 345 marketing locations. UltraTech needs cultural & organisational assimilation of a large population of employee base. Enhancing the capabilities of our employees with high pace growth becomes important priority for the business to sustain the business growth.

Section Heads (junior management) are an important layer of employees in our manufacturing units. They are the bridge between the unit Leadership and frontline engineers and are in-charge of day-to-day operations of a particular section/ area. It is imperative that we invest in the development of these employees to have the future-ready unit leadership.

We took a leaf from basics of human evolution to develop our employees to keep pace & adapt with business requirements for sustenance. Similar to the human evolution process, the journey process is set up in 3 steps as below:

Step No.	Step	Process
1	Setting Up Evolution	Setting ground by identification of target audience (employees)
		Setting should be aligned with the organization context
2	Survival Begins	3 levels approach – Strong Business Operations, Leading Self & Team and Thinking Big
		Provide effective learning experience through all senses learning
3	Preparing for the New World	Relevant projects to provide experiential learnings
		Setting the path to success by motivation & support system

Application of the framework

Business has identified the target employees from critical departments (Mines, Production and Quality control) at Section Head level to make them ready for the next role i.e. Department Head. Thus, help in talent deployment at fast pace to match with business requirements.

The program is based on 70:20:10 learning model and focusses on developing technical, functional, behavioral and leadership competencies of the employees. The details of the programs are as below:

Parameter	Details
Target Audience	Section Heads (Junior management employees)
Time Period	12 Months
Division of program	Divided into 3 Levels
Time period of Levels	Each level is of 4 Months
Levels	1. Building Strong Business Operations 2. Leading Self and Team 3. Thinking Big
Elements of the program	1. Instructor-led virtual sessions 2. InterSection Interaction i.e. experiential learning in different sections through an Action Learning Project (ALP) 3. Movie and Book Club 4. 1:1 Coaching 5. Mobile learning Shots 6. Shadowing a Department Head 7. Belbin Assessment 8. ALP reviews with Senior Leadership

1. **Instructor-led virtual sessions:** In these sessions, Functional, Behavioral and Leadership topics are covered based on the level's theme
2. **InterSection Interaction:** It is the technical experiential learning in a different section through an Action Learning Project (ALP). Projects were finally presented to unit's senior management team
3. **Movie and Book Club:** It is a unique way to set the context of each level. Each participant is asked to watch a movie or read a book and group discussion is done to apply the learning concepts
4. **One on One Coaching:** Each participant is assigned a personal ABG Coach for eight coaching sessions to be conducted, once a fortnight
5. **Mobile Learning Shots:** WhatsApp augmented learning through quizzes, articles, situational questions
6. **Shadowing a Department Head:** Participant to shadow a department head four times in a level to get the pulse of future role
7. **Belbin Assessment:** Conducting Belbin Assessment for participants and debriefing them their preferred team roles

The entire program has been designed internally with sharp execution. The sessions are facilitated by internal SMEs within UltraTech/ Aditya Birla Group.

The journey also develops the employees on all the Aditya Birla Group Behavioural Competencies – Level 1 (Business Acumen, Get Results), Level 2 (Teamwork and collaboration, Develop Self & team, communicate to influence & engage) and Level 3 (Vision & Strategy, Innovate & improves and Customer Focus)

Ingredients to make a learner's paradise and organization's pride

The entire program journey is based on basics of making learning effective. We have kept a balance of simplicity and providing various learning methods to the learners. The basic foundation is 70:20:10 model of learning. We introduced a real-time digital learning diary – Evolve playbook where participants put their learnings during the program, balancing immediate learning documentation by own hands and delayed retrieval for long term retention of the learnings.

Multitude of learning methods helped learners to absorb learnings based on their preferences and comfort. Importantly, we tried to use all senses learnings like audio (virtual classes), touch (by doing), observing (DH shadowing & coaching). Psychologically, this helped us deliver effective learning experience to our participants.

Impact & Outcomes of the Program

Currently, 6 out of 22 participants of the program have already moved to new higher role of Department Head in a time period of just six months. An internal talent pipeline is all ready for business growth and expansion.

In terms of financial impact, apart from reduction in hiring cost, the technical projects have aided in reduction of key manufacturing operational costs and enhanced process efficiency. Illustrations of few projects are as following:

Project	Impact
Raw-mix cost reduction and waste utilization as AFR	46% reduction in raw mix cost and 12% process improvement in Kiln efficiency
Reduce overall specific power consumption of Cement Mill	Power consumption reduced by 10%
Reduction of repeated breakdown	Kiln stoppage frequency drastically reduced from 5-6 times per month to 1-2 times per month
Raw Material cost reduction by increasing clay consumption	Enhancement of 17% clay consumption

Conclusion

Evolve is a learning journey founded on basic model of human evolution which has been applied to organization evolving needs and employee development. The program journey is a careful balance of all ingredients to provide high impact learning experience to our participants.

Importantly, it provides a framework which can be applied to various learning journeys keeping the needs of the organizations at the centre. Our organization is planning to develop leadership journeys for other sets of employees based on evolve journey framework.

In UltraTech context, it has been fulfilling talent requirements as per evolving business requirements, reducing hiring costs, building internal pipeline of talent, fast pacing development of critical resources, cost benefits and process efficiencies through technical projects.

The sharp execution of evolve journey steps has made the entire journey impactful both in terms of human capital development as well as financial benefits.

Following is testimonial by one of the participants of the program:

“

Evolve program has helped me a lot in identifying my strengths and areas of development. I am a technical person but now I understand cost sheets of my plant and other technical areas of my department. Evolve is developing me not just functionally but also behaviourally. Through various tasks and activities, I have learnt that taking calculated risks which sometime may affect short term but build a strong system for future. Very happy to be a part of this program. Thank you UltraTech

” – Prasant Pattnayak, UltraTech Cement