

Organization & Leadership Development

Our Past projects for reference

Past achievements of our organization

- Honored the title of “ Trail Blazer Organization “ by times of India group, for sustaining in a highly competitive industry dominated by /international leading firms .Urjja has won this title owing to the service quality and time bound delivery of any project undertaken
- Opened up in international markets within a short span of 5 years into consulting industry, owing to our excellent relationship with our clients
- A member of the federation of automobile dealers association
- Acknowledged for the most innovative skill development model for the auto industry by NSDA
- Acknowledged and appreciated by Dr. Ram Charan, Management consultant Fortune 500 companies for our unique positioning of the “ power of middle management “
- Acquired projects of international stature owing to our quality, speed and depth of study and analysis

A few of our project implementation listed here for your reference

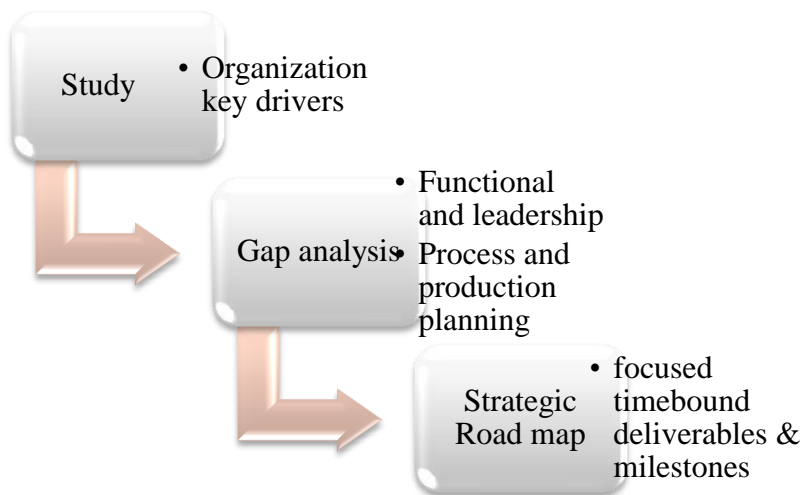
- Organization Redesign and Restructuring : For the Thapar Group
- Performance planning and Organization study: Kennametal
 - Management development programs/Managerial Effectiveness : Volvo, Red Bus, IBM, Subex, Vacon, L& T, BIAL, Mdrift, Aditya Birla, Brigade, Mantri developers, TATA Coffee, TATA Power, ICICI Prudential, Dialog Colombo, Bill Forge, Lapp India
- HR Process Outsourcing and setting up of key processes across functions: Idealabs , Duron Energy
- Mentoring and Coaching : Bill Forge
- Retail process improvement : Aditya Birla Nuvo, Madura Garments
- Organisation study, leadership development and talent management –
 - Maruti Suzuki referred, Popular Vehicles and Services

I. Organization Redesign and Restructuring (24 months)

Premium , A thapar group company

Scope: A Thapar group project based out of Pune, covering Indian and the acquired German company Stephan. The organization had an evolved vision for 2017 and the project was to ensure all aspects of the organization drivers: Strategy, Structure, Process and People were aligned

Steps followed:



Key Challenges uncovered:

Leadership and structure:

- Heavily skewed to a clan based traditional and hierarchical structure and culture
- Dire need for driving and sustaining operational excellence
- The shift to transitioning as a global organization with a structure enabling collaborative leadership and a market focus, had to be done in a phased manner , smoothly and slowly transitional.
- “Middle management “was virtually nil in the current organization by virtue of competence and hence it was important that the structure was designed in such a way that ownership and focus begins to root in the middle management thus building competence. The structure also required cross functional integration at a high level of intensity and a great amount of alignment, inclusion and clarity for the sales organization

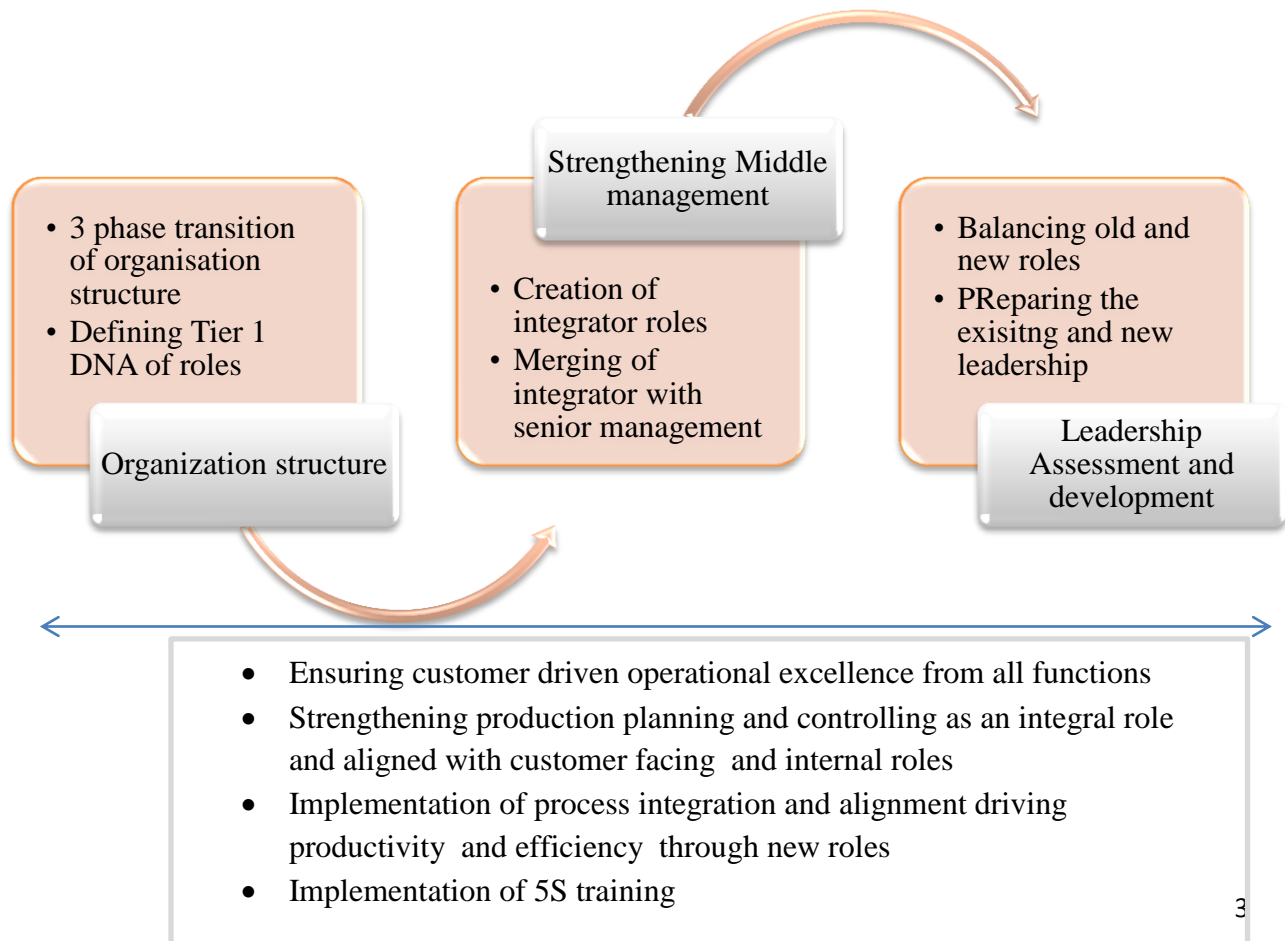
Process efficiency and productivity:

- Revisiting Kaizen implementation and 5S driving greater productivity and eliminating wastage
- Aligning operational excellence across manufacturing and other non-manufacturing functions
- Need to strengthen production planning and control with integration into other functions

Customer Interface

- Need for greater alignment with the end customer
- Implementation of operational excellence as a theme

Urjja' s approach



Unique implementation that proved effectiveness

- Adopting the Mintzberg structure which is ideal in an organization that has a weak middle management, thus retaining the traditional hierarchy and introducing minimal but strong integrator hybrid roles
 - Creation of a new organization under the theme of Customer Integrated Operational Excellence cutting across functions that helped drive Kaizen, 5S and other requirements
 - A good balance of new roles emerged in the organization that helped retain the motivation of employees during this change process yet at the same time the type of role introduced also led to greater ownership
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II. Bill Forge Limited

Program on senior leadership coaching – MDP

The organization was going through a change process and the need for setting up a professional structure, with processes and systems was very critical. However the majority of the employees was unwilling towards the change and did not want to take up additional responsibility, or even adhere to set processes Urjja was called to design a change program that included an assessment of the leadership group, followed by a mentoring program for the identified top leadership group.

Unique implementation proving effectiveness

The mentoring was done in two stages:

- Short duration program inculcating mentoring as a skill
- Long duration development planning

The change process thus driven from within would have higher ownership as the catalysts for change were among the people themselves

III. Kennametal

Performance planning & consulting for the organization – MDP

A 12 month project •

- Kennametal’s strength lay in their processes, however the implementation and utilization of the same was far from desired.
- Moreover India being a hot spot for talent, talent management was a process that was expected to be instilled at every level driving internal talent development and movement
- Our challenge was to understand where the weak spots in the system were, and this led us to do an organization study spread across 13 days, visit to the plant, interaction with all levels of employees and workers etc
- The findings of the organization study was shared with the leadership team with support of the CEO and the US leadership team
- A candid interaction with the leadership team on the need to improve and push towards a robust learning and assessment system was enabled
- This was followed by workshops on talent management, performance consulting and training for VP’s, GM’s, Managers and Assistant Managers with specific focus on the sales functions

IV. Idea labs – Duron Energy

An outsourced model of Human resources and marketing support

Where Urjja provided strategic support along with dedicated teams who worked on site

1. Sales and marketing plan
2. New market launch for products
3. Strategic hiring of senior leadership
4. Strategic Human resource support
5. Learning and development framework based on competencies identified

V. Organization Study, Leadership development and productivity enhancement

Driving Operational excellence

Popular Vehicles and services: A Maruti Suzuki dealership | 4 year project

- Organization study
 - Process alignment of Sales and Service
 - Productivity mapping and monitoring across sales and service
 - Leadership assessment and development across levels
 - Re designing of HR process for early talent and mid talent
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VI. Aditya Birla Nuvo – Esprit & other retail brands

- Setting up of a retail HR process and structure
 - Sales productivity planning, process implementation, training
 - Fashion and image consulting
 - Project based roles for line managers
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VII. Setting up of an automotive business school

Popular Vehicles and services: A Maruti Suzuki dealership |2 year project

- Study of institution
- Faculty assessment and methodology development
- Learning and development
- Establishment of curriculum
- Brand positioning of institution
- Driving the profitability of the institution with end to end operations
- Development of a unique “train and hire” model for the first time in the auto industry
 - This won Urjja the recognition of the most innovative model from the NSDA