

Belbin Forms Keystone of Management Development Programme in India



CERT India has been working with a large German Engineering Company, world leader in its line of business. The Company works with a global network of Channel Partners, Architects, Consultants and Specifiers. Over the last few years, CERT India has successfully partnered with this company in Sales, Sales Management and Customer Orientation initiatives.

The company offers premium products and has been achieving its targets year on year, in the last five years. Today, the Parent Company has a business vision of quadrupling its targets in the next 5 years

The roadblock perceived in realizing this bold and daring vision is not so much external, as internal. When the size of the company was small, the internal community was well knit and worked with zeal and harmony. When the number of people was ramped up significantly, to meet the growing business needs, many issues began to surface.

Smooth communication, process adherence, proactive business development, team bonding took a backseat. Lack of leadership capability that would result in confident and high performance teams, was identified as the clog in making the transition from a performing company to a very high performance company, in a challenging timeframe.

CERT India worked with its client to create a Leadership Journey that comprised of several milestones spread across 3 years.

The first step in the development ladder was.... A Belbin Initiative that included the following:

- Belbin profiling for the Senior and Middle Management Teams across all functions
- A Belbin workshop for the Senior and Middle Management Team
- Job requirement specifications for all the Senior and Middle Management Functions
- Suitability report for the Senior and Middle Management Teams with respect to their individual jobs.
- An executive coaching session with each of the Senior and Middle Management Members on applying their learning at work
- After an interval of 30 days an individual tele-review was done as part of implementation support.

The Benefits as articulated by the Senior and Middle Management

- Better understanding of own role in building and managing high performance teams
- An enhanced self-awareness of own strengths and limitations as a team-builder
- Better communication amongst teams and better responsiveness to each other
- A shared vision between the management and its teams
- Readiness to enhance skills, knowledge and process to meet the business challenges ahead.

Belbin has thus become the keystone of the Development Journey... a bridge to help the Managers work their way towards becoming Leaders...

Currently, CERT India is engaged in drafting the balance milestones and there is confidence and hope that the vision will become a reality !!

