

Consensus Building Exercise – Participant Brief

Case 2.2

Instructions

- This exercise constitutes a group discussion to be undertaken by the participants in groups of four. Your group represents the cross functional team of SpeedX. The context for the discussion is provided below.
- You can make assumptions, give realistic commitments or responses that you feel are appropriate during the discussion.

Timelines:

- Total Duration: 45 minutes
- 15 minutes: Read the case brief individually
- 25 minutes: Discuss within your group to arrive at a solution through consensus
- 5 minutes: Summarize the discussion and decision taken by the group

Situation:

Background: SpeedX recognizes the need to adapt to rapid technological advancements and evolving customer expectations. To address this, the company has embarked on a strategic initiative aimed at upskilling its workforce and fostering a culture of happiness at work. SpeedX firmly believes that happy employees are more likely to provide exceptional customer service and contribute to a positive customer experience. To create a strong foundation for this initiative, SpeedX has implemented a comprehensive upskilling program. This program focuses on enhancing the skills and knowledge of its workforce, enabling them to adapt to the rapidly evolving industry landscape. By equipping employees with the latest technical expertise, SpeedX aims to ensure that they are well-prepared to meet the dynamic demands of the market.

In addition to upskilling, SpeedX recognizes the importance of open and transparent communication within the organization. To facilitate this, the company has established a platform for employees to freely express their thoughts and ideas. This platform serves as a means to encourage collaboration, innovation, and the sharing of best practices. By fostering a culture of continuous learning and growth, SpeedX aims to create a work environment where employees feel valued and motivated. This, in turn, contributes to higher levels of engagement and productivity. As senior leaders, your role is pivotal in driving this transformation and ensuring that the company remains at the forefront of innovation.

In summary, SpeedX's strategic initiative encompasses two key aspects: upskilling the workforce and fostering a culture of happiness and open communication. By investing in the development of its employees and creating an environment that promotes continuous learning, SpeedX aims to position itself as a leader in the industry, capable of meeting the evolving needs of its customers.

Given the context provided, you have convened for a group discussion to assess and improve senior leadership's ability to support and drive the upskilling of the workforce. To begin, you have identified

few top performers within your team. The focus of the discussion is to explore how can be they aligned with the objective of empowering these employees through effective learning and development strategies.

1. Sachin Yadav

- Strengths
 - Innovation: Filed two patents for innovative design features in scooters, contributing to the company's intellectual property portfolio.
 - Quality Control: Implemented quality improvement initiatives, reducing product defects by 20% year-over-year.
 - Team Leadership: Led a cross-functional team of engineers and designers, achieving a 95% project completion rate.
- Opportunity Areas
 - Communication: Faces challenges in effectively communicating project goals and expectations to team members across different departments.
 - Adaptability: Needs to adapt quickly to new technologies and market trends to maintain competitive edge.

2. Monika Sharma

- Strengths
 - Technical Expertise: Recognized for expertise in EV technology, leading to the successful integration of advanced EV components in new scooter models.
 - Cost Management: Implemented cost-saving measures in manufacturing processes, resulting in a 15% reduction in production costs.
 - Training and Development: Mentored junior engineers, contributing to their professional growth and skill development.
- Opportunity Areas
 - Sustainability: Faces challenges in balancing cost-effective manufacturing with sustainable production practices.
 - Team Dynamics: Needs to improve team dynamics and collaboration to enhance project efficiency and morale.
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3. Sandeep Kumar

- Strengths
 - Project Management: Successfully led three major projects in the past year, achieving 90% adherence to timelines and budgets.
 - Customer Relations: Maintained a customer satisfaction score of 4.8 out of 5 through proactive communication and issue resolution.
 - Cross-Functional Collaboration: Facilitated effective collaboration between engineering and marketing teams, resulting in the successful launch of a new scooter model.
- Opportunity Areas:

- Skill Development: Needs to enhance skills in data analytics and digital marketing to better understand customer preferences.
- Time Management: Struggles with balancing multiple project deadlines and resource allocation efficiently.

4. Vibhuti Shukla

- Strengths
 - Sales Performance: Exceeded sales targets by 15% for electric scooters in the regional market.
 - Market Analysis: Conducted thorough market analysis, identifying new market segments that led to a 10% increase in market share.
 - Customer Engagement: Developed and implemented a customer loyalty program, resulting in a 25% increase in repeat customers.
- Opportunity Areas
 - Resource Allocation: Faces challenges in optimizing resource allocation between different product lines and markets.
 - Competitive Pressure: Needs to strategize effectively to counter increasing competition in the electric scooter market.

As a group come up with an action plan for each of the employees, keeping in mind the following aspects – Assessor Pointers

- What specific upskilling programs or initiatives would you recommend enhancing the skills and knowledge of the identified high performers? How would you measure the effectiveness of these development initiatives?
- How would you promote collaboration and teamwork among the employees through these development initiatives? How would you address conflicts or challenges that arise within team?
- What initiatives would you take to create a joyful work environment for them?
- How would you foster open communication and inclusiveness in learning?