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Learnings Summary Report

Project: **Project Excellence- Wave 1**
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Big Step	Task	Task Description	Learnings Journal	Learning Links
Big Step 1			**I make a difference.** I think like a visionary. I act like an intraprenuer. My ownership of my process creates trust within all my stakeholders. I lead by example and my actions are reflections of the values I believe in. My conduct enhances others' dignity and self-respect. I influence, I implement, I enrich, I impact. I am a Leader by choice. **I will learn** intraprenuership, **it is important** because it will help me innovate and generate ideas to better efficiency and drive the team and self to success by bringing in more businesses out here to Hyderabad LF-BSP	
	1.1	Complete the Great TCS-BPS Delivery Manager Launch Workshop. Identify 3 things I learned from the experience.	I learnt that we all implement the same things in different ways. Every individual in the team has immense knowledge and experience and it was worthy being a part of the team. Command for success and demand to success with no compromise to integrity following the moral fibre. Know the organizational structure and who is who and become resourceful to easily navigate through the system.	
	1.2	Share one success story on visionary and intrapreneur with the learning group and what it means to me?	I read different articles about what visionaries do rather than just focusing on one visionary. Well while reading I was touched by few of the statements made by few of the visionaries: 1) I don't believe is taking the right decisions, I take decisions & then make them right. So always believe in your ability and efforts. (Ratan Tata) 2) Leadership is not only having a vision, but also having the courage, discipline, and the resources to get you there. (George Washington) 3) Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma- which is living with the results of other people's thinking. Don't let the nose of other's opinions drown out your inner voice.And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary. (Steve Jobs) Similarly, I read about what intrapreneurship is all about and how it helps the organization grow. Well again did not focus on one particular individual but read a series of examples and here are few things which I felt worthy of penning down: 1) Intrapreneur are drivers of innovation. 2) They are self motivated and self driven with an inherent interest to do better and excel in their regular / mundane tasks as well 3) Basically, intrapreneurship is the first step on the ladder to become an entrepreneur. As an intrapreneur builds the aptitude to recognize and solve important problems they build / hone the skills necessary to start a company. Below is the link of 10 inspiring examples of intrapreneurship: https://www.vocoli.com/blog/may-2014/10-inspiring-examples-of-successful-intrapreneurship/	
	1.3	Identify 2 internal and 2 external sources of information that help me keep abreast of current trends and developments in my business and my client's business. Review the information and identify 2 trends that can have an impact on my business in the future. Describe my ideas.	Internal : We have PALs Trendy Tuesday weekly internal communication which helps me keep uptodate with the latest Global trends in pharma industry as well as the drug development and status of filings of various pharma clients that we support External : I follow First word reports which is a daily news report which not only provides status on what's happening in the pharma world but also provides futuristic views and trends. I also received periodic updates from GCP (Good clinical practice) which provides ideas on better execution of trials I have recently subscribed to Clinical Data Interchange Standards Consortium (CDISC) for latest updates on data standards and e-submission. Trends impacting business The biologics market and ability to penetrate it New standards and e-submission activities Existing talent pool/trainable pool Competitor mapping	

| | 1.4 | Set up a meeting with my stakeholder to understand their business direction and vision. Conduct the meeting, and share 2 learnings from the conversation. | Key drivers / contributors

• Market Analysis
    • Current business need (New logos)
    • New / Different complexity work (Existing Logos)
    • Opportunities / Areas of growth
    • Available Ready talent pool / trainable Talent pool
    • Competitor mapping
• Internal evaluation
    • Identify Core competency to strengthen
    • Qualified resources availability
    • Identify areas to grow using existing talent pool
    • Cross selling
    • Ownership of all stake holders
    • Account Led growth
    • Creation of interest in services
• Business Environment
    • Company Vision
    • Company values / Policies
    • Reactive / Proactive organization
    • Return on investment
    • Focus on major revenue market
    • Relative growth versus absolute growth
    • Personal connect

Way forward
strategic – inputs – planning – future
• Change in Business outlook
    • Existing customers
    • Onboard qualified biostatisticians in other geographies e.g. EU/US…
    • Management interest and support to build an offshore team
• Focus on small players rather than only big pharma for new Logos
    • Create interests in the services
    • Build collaterals
    • Hire/onboard experienced resources for the job
    • Competitor mapping/ personal connect
• Move focus from high yielding jobs to niche skilled jobs
    • Build expertise for taking on niche tasks
• Re-structuring of existing teams with an offshore manager
• Cross sell
    • Proactive approach from accounts, SME, onsite BRM, CL to build business case and cross sell existing expertise
    •
• Potential built-up for Statistical programming
    • Period of Introspection
        • Refocus on basics
        • Build expertise
        • Increase the talent pool | |

		• Getting ready for non-linear/exponential growth • Channelize growth • Account Led • Proactive interest and projections together by Accounts, SME team, onsite BRMs, CL	
1.5	Create a map of one of my most critical processes. Include people, process, technology, support and other resources as part of the map. Present the map to my manager and seek inputs and feedback on my understanding.		process map.xlsx

1.6	Identify 1 trend that I think will impact my business in the coming year. Develop 2 actions to prepare for this trend. Present my thinking and proposed actions to my team. Ask for feedback and take one suggestion from each member of my team.	The trends that could impact our business in coming year in my view are below:
		
		1. Lack of trained and experienced resources in statistical programming and biostatistics who are interested in reading, learning and continuing to be hands-on
		2. Data visualization tools; building capacity to visualize data, building tools for data visualization. To support model based visualization to support speedy submission
		3. Growing oneself beyond SAS programming: this can have two fold views:
		   ◦ Think beyond just SAS programming and build scientific understanding.
		   ◦ Think beyond SAS and build skill in R-programming since the industry looks like trending towards R due to faster processing, better data visualization and graphics options , freely available to test, open source environment and many more.
		
		Particularly, I would like to pick on the 3rd point since it would cover the first two points as well.
		
		To build our scientific understanding the following things can be thought of:
		
		• We as a BSP team have to start internal scientific journal club to discuss various pharmaceutical research topics as well as develop understanding of therapeutic area/ disease area.
		• The SMEs along with the project teams can setup discussion forums , periodic knowledge sharing sessions to build the knowledge base.
		• Projects can anonymize the drug details but can discuss various study protocols and designs to help develop statistical understanding as well as develop understanding on different types of data analysis
		
		To think beyond SAS and build skill in R-programming:
		
		• R is a free ware available, a training plan of self-learning as well as training by in-house experienced resources should be devised so that we get ourselves ready for R-delivery in the future.	

1.7	Pen down my thoughts and describe what 'success' means to me. Share with my learning unit.	With the current situation in Pharmaceutical industry and the TCS philosophy together, success can be defined as building competency to deliver with certainty high end Biostatistical and SAS programming jobs meeting regulatory and client needs. Increasing pipeline of trained and ready resources i.e. readying for non-linear / exponential growth. The success definition is aligned with the way forward strategy of 1.4 as well as we as the next steps mention in 1.6.	
1.8	Reflect on and list 3 values I hold dear. Identify 2	3 values that I hold dear: 1) Commitment 2) Resilience and persistence 3) Practice before preaching	

		practices that I can start doing and 2 practices I can stop, to ensure better alignment to the values I hold dear.	Rather than starting to do new things, I would like to improve / further better myself on my listening skills Start dealing with ambiguity, I am a data person so when there is too much ambiguity I sometimes loose my enthusiasm and focus which I need to work up on. Rather than stopping, I would like to do better in setting expectations, I expect sometimes people around turn around things at the same rate as I do which results in conflicting expectations, this generally doesn't happen with the teams, it is generally the case with peer management and upward delegation.	
	1.9	On my Learning screen, click on Learning Report and create a report of all of my learnings for this Big Step. Review my learnings and identify the 3 most important learnings. Prepare to present these to my Learning Group.	My learnings from the first Big step: 1) Command for success and demand to success with no compromise to integrity following the moral fibre 2) Believe in taking the decisions and making them right 3) Continuous learning and thinking beyond the current paradigm to define a continuously evolving and changing definition of success.	
Big Step 2		**"I believe in you."** I enable, empower, mentor and coach my team to challenge status quo and realize their true potential. I inculcate a culture of ownership and responsibility in their journey towards fulfilling their aspirations. I'm an empathetic listener. I encourage calculated risk-taking and eliminate the fear of failure. I track progress and provide continuous feedback.		
	2.1	Launch this Big Step by: * Reviewing my edits of the Big Step description and modifying them as appropriate * Reviewing each Principle and writing an anchor for each Principle * Reviewing all of the Learning Tasks modifying the Learning Tasks to create value and scheduling the learning tasks.	This step helps us build autonomously functioning self sustaining team. It also helps us build transparency within the team.Understanding, self, team and business and also building high performing team.	
	2.2	Watch the Dan Pink video on motivation.List 2 learnings from this video.	According to the video the earlier ways methods of trying to yield results via material benefits may not certainly hold true in every type of task. Tasks which need analytical approach, cognitive skills do not yield the same results like the mundane tasks where the carrot and stick approach holds good. Pink suggest the new approach that organizations should implement for motivating people should be based on - **Autonomy**: Giving them a freehand to direct their own career and lives. Let them plan and make them feel responsible and accountable in their own way. - **Mastery**: The autonomy will inadvertently drive in them an urge to do better may be better than the best since in many cases rather most of the cases they are their own competition. - **Purpose**: All this combined with a sense of purpose which is beyond themselves will help them drive a sense of satisfaction which would be far more fulfilling and enriching then monetary satisfaction.	
	2.3	Have a conversation with my Domain HR Head to understand best practices around taking and giving feedback. Record 2 things that I did not know before.	More or less there was a validation of the feedback process that I follow with my team. As a summary, feedback has to be regular and ongoing, there needs to be a connect established so that the channel of receiving and giving feedback is seemlessly setup. couple of things that I do and follow is Feedback is always given to an action performed/ work done and not to the person. If it is objective and allows the person to own it then feedback acceptance becomes easy. The most important thing is Feedback is Feed-forward since it is an opportunity to either correct a thing from	

		the past in future or continue on the same lines as in the past. Feedback is also appreciation and not always correction.	
2.4	Prepare one slide on each member of my team covering 2 strengths they bring to the team and 1 barrier to success for them. Share this analysis with my manager and take their feedback. List 3 things I learned during this process.	• During this process, it was very easy for me to write the strengths but very difficult to identify the barrier to success, since the definition for success for these individuals is much different and is subjective. Success in a team as a team leader, manager, PL is very well defined and can be discussed, but subjective success and barriers are very difficult to think and comprehend. • It is very difficult to write barriers since there are subconscious or even unknown barriers (in the mind) which cannot be seen and comprehended by the manager unless the team member is very open to share. • Further, success in this context needs to aligned as per the associates' role and expectation from the role. In other words, the goal setting can be done in such a way so that it takes care of organizational and individual aspirations. At times the barriers are quite visible through the associates' day to day handling of work.	
2.5	Schedule one-to-one discussions with each member of my team. Ask each person to come prepared to the discussion with their thoughts on 2 strengths they bring to the team and 1 barrier to success for them. Discuss with them how we can better leverage their strengths and how we can remove the barriers to success. List 2 insights I gained of my team through this process.	It was surprising to see that my assessment of both strengths and barriers matched with my team members thoughts. Moreover, I was happy to see that my team was willing and open to share their barriers and was looking forward to work together on working on the barriers and also wanted to put forward a plan to add these to their goal sheets. Self-awareness is present but self-motivation is missing and in my opinion when self-awareness meets self-motivation it is a win-win situation. This exercise brought a great level of transparency between me and my team members.	
2.6	List 2 informal ways in which I positively connect with my team. Document and share these with my learning unit. Identify 1 practice I like, from another member and practice this with my team. Record my experience and share with my learning unit.	I have every week chat and chai session, which has two fold advantages, people can eat "chat" as in Hindi and we can "chat" as in English with "chai" i.e. "tea". Here we discuss anything and everything right from pharma, clinical trials to movies, to politics. This way we connect at a different level forgetting the seniority or positions in the organization. I also have unplanned 1-1's apart from the scheduled ones just chatting on whats happening in their work as well as life to do a health check of the team as well as individuals. Did not have a chance to discuss with another member this topic.	
2.7	Create a survey to solicit feedback from my team, my manager and stakeholder. Ensure that I get the results. Record 2 blind spots (one positive, one negative) that I have and share with my learning unit.	My positive strength is my blind spot. My energy and enthusiasm to share knowledge and help the team with the domain learning is my strength but the same puts my team members under stress and they find it overwhelming and feel scared to approach me.	
2.8	Attend the "Transformational Leader" program. List 3 things that	Take away from 22-March-2017 • The tree analysis with my son was very heartening and real and the same with my	

	I learnt and 2 things I can do differently.	husband made me aware of a thorn "assumption" about me. This was very different from my view about self. The tree analysis is a great tool to introspect • The grid on +ves on superior and +ves on TM were analyzed during the session as contradicting with each other, but on my way back home while I thought about the same, I could draw an analogy rather an example of Ramakant Achrekar as the coach of both Tendulkar and Kambli and how individually both of them reacted to his coaching in a very different way which demonstrated their independence and self-motivation. Back home, I could relate the same with me and my son. • In my view the superior plays varied role moving between being a subordinate to his superior and superior to his subordinate and it is superior who can vary his expectations amongst each of his subordinates to help them achieve the best of their individual capability. i.e. help them optimize their potential to the fullest. Take away from 23-March-2017 • Acceptance of bias in making decision by each one of us is the first step towards correcting the decision • Defining success/ individual success has to be discussed and defined based on their aspiration and not a generalized yard stick for all • STAR AA AR --> Feedback mechanism Take away from 24-March-2017 • Identifying the dumpling i.e. finding the right motivator for each of the team members • Ego state of the person while communicating as well as being aware of ones Ego state which helps in better communication and connect • Identifying the emotional connect with the team members to communicate the departmental vision, rather than just communicating the numbers • Lastly, defining the PURPOSE.. actually identifying your own purpose since this will give clarity on what I as an individual would want to bring on the table so that I can explain self clearly to the team.	
2.9	Conduct one on one sessions to identify my team's AMP (Autonomy Mastery Purpose), as prescribed by the Transformational Leader's program (Step 2.8). List 3 learnings from my experience during this exercise.	The AMP session with the team was not very easy to begin with since the definition of purpose was different for individual, but at the end all of the members wanted to excel in their field and wanted the team to be the most successful team in terms of delivery. Aligning of thoughts and believing in each other was one of the highlights of the discussion Quality consciousness and being right the first time was the inherent belief of all Few of the team members believed that it was difficult to define a purpose but there could be a ever moving goal which would lead to self satisfaction and continuous commitment. Few just did not want to be the drivers of this exercise but wanted to either participate or just watch how successful the small initiatives, decided based on the purpose of the team, would be and then in future participate. Overall an interesting as well as a tiring exercise.	
2.10	Identify one person who I believe has been very successful. Talk to the person about a failure that they faced, and how they moved forward after that. Ask my team members to do the same exercise with someone they consider successful. Conduct a team discussion on experience and learnings, and	From all the stories that we discussed there were common summary: 1. Standing ones ground, being firm and decision ones made staying put on it. 2. Relentless and persistent, never say no 3. Being responsible for ones decision 4. Never blaming others, introspection and self awareness, looking internal, go back to basic and identify the issue 5. Staying positive and looking for the right opportunity and striking it at the right time 6. Being objective and escalate in time objectively devoid of emotion 7. Learn to deal with perception and don't let it become a reality 8. Always maintain a neutral ground during tough situations since this will help make a right and objective decision 9. Only ask for respect and this is mutual ; it has to be earned	

		how these learnings apply to our work life. Record and share my observations with my learning unit.	10. Set your priorities right 11. Set tangible and small and sequential goals to identify the movement and see the progress 12. Maintain connect with old and new colleagues and customers and seek support from them when in need and at the right time. 13. Communication is the crux and have a strategy in place a Plan A v/s a Plan B; think out of the box / innovate. Don't shy away from discussing problems/ issues with mentors; always believe there are people around you to support you. 14. Challenge self and believe in self- create your niche.	
	2.11	On my Learning screen, click on Learning Report and create a report of all of my learnings for this Big Step. Review my learnings and identify the 3 most important learnings. Prepare to present these to my Learning Group.	My learnings are: Identifying my Purpose as well as my own dumpling on the same lines identifying my associates purpose and dumpling and trying to connect with the team on the lines of common purpose. Self awareness improved, my strength can become by road block The transformational leadership program was a highlight of the big step 2. Feedback session with HR was also interesting.	

Big Step 3	**The 360-degree Outlook.** I have a holistic understanding of my business, my client's business, competitive landscape and the pulse of all stakeholders. I effectively comprehend all the internal and external opportunities, enablers, risks & challenges which influence successful outcomes. I balance business with human elements. **I will further learn** internal and external opportunities , enablers, risks & challenges, **it is important** to have sustained performance and continuous business growth so that we are prepared to take on the changes happening due to regulatory changes as well as pharma driven needs.

	3.1	Launch this Big Step by: * Reviewing my edits of the Big Step description and modifying them as appropriate * Reviewing each Principle and writing an anchor for each Principle * Reviewing all of the Learning Tasks modifying the Learning Tasks to create value and scheduling the learning tasks	Keeping abreast with the changes both in the regulatory environment as well as within the pharma companies will help understand the available opportunities for TCS. This coupled with personal and team aspirations will help devise strategies for both personal and business growth. This could be in ways of additional business or building synergies within the existing business thereby optimizing the existing resources. Stakeholders expectation and TCS expectation and individual aspirations and opportunities need to be coupled together during the course of this activity	
	3.2	Do a SWOT analysis for my business, covering customer business, business environment (technology, regulatory, economic, competition etc), business operations, capabilites, alternatives etc. Identify 1 significant opportunity and 1 substantial threat. Present this to my manager and create an action plan for capitalizing on the opportunity and negating the threat. Record and share my experience.	The leadership had an open ear to the suggestion and based on the presentation on both opportunity and threat there are few initiatives discussed and these initiatives are driven both top-down and bottom-up. e.g. competency building frame work and driving implementation would be top down and identifying training needs and driving technical discussions would be bottom-up. some of these topics would be a standing items of the steering committee agenda as well.	3.2 SWOT.docx
	3.3	Identify 3 key investments that I would like to	In order to attract newer avenues we have already initiated the R-training	

		make in my process, with supporting rationale. Present these to my manager and seek feedback. Document my learnings from this exercise.	For better alignment of resources and understanding the potential of the resources and build a growth map a competency mapping methodology has been devised and proposed to senior leadership we are just waiting to pilot it validate it and then run it to a larger organization Another tool which is being developed is to determine the value potential of each of the associate to benchmark them against market and fix the revenue generation model. Forecasting and resource optimization tool is also being worked upon in congregation with the value potential and competency mapping exercise so that all of these lead us to better understanding of our workforce.	
	3.4	Identify 2 ways in which I am currently synergizing people, process and technology. Reflect on what else can I do to synergize and leverage people, process & technology? Make a plan to implement this and share my ideas with my learning unit. Seek feedback and implement.	As a part of team building and synergizing people and building a learning team, I discuss topic of both technical awareness as well as inspirational coaching. I read these books and also share with the team members to read and share their views. Similarly, for technical topics we share the topic for discussion a week in advance and then set up a slot and discuss. This is particularly beneficial since it involves all the team members and helps us to learn and grow with each others experience. The latest book that we discussed was Fish Omnibus.	
	3.5	Identify 1 internal and 1 external forum that I can be a part of that will add to my perspective on my business. Become a member. Share my experience.	We have internally created technical knowledge sharing forums for all the programmers across sites, these are agenda driven where the agenda is built in by the team which is from different projects/clients. I have subscribed to newsletters from Pharma world and CDISC which helps me learn and contribute to the in house forums.	
	3.6	Pen down my thoughts and describe what 'success' means to me. Share with my learning unit.	Success has a very subjective description. It depends on an objective or a goal so it is very relative and its meaning would differ from person to person. Success for me is ability to achieve the set expectation /goal it could be a personal objective, team objective or a business objective. Without a goal and /or an objective the success cannot be defined. Secondly, success should be impactful and not just a tick mark. Success should bring about a change or exhibit a persons/ teams both capability as well as capacity. Capacity is a dimension which will define / put to use the capability of an individual/ team and both are to be adequately present for a success of a team / individual. Currently, for TCS and my role success for me would be to add on BSP operations for more pharma companies from Hyderabad site like currently in Mumbai. In addition, success would be to be able to help the BSP team understand the big picture of drug development and connect the dots and not just take the tasks as one off and execute them. Success for me is also feeling a sense of satisfaction for being able to help /support/ facilitate my associates to do better and keep taking on larger roles and exceeding their own set expectations.	
	3.7	Take ahead the AMP conversations I had with my team, and do an informal discussion with my team on aspirations and ambitions. Also, share with them my own aspirations and ambitions. Record your team's reaction and what surprised you.	The discussions are infectious, in most of the cases I see that the team is motivated and talks about the purpose, but when the actual team delivery hits the aspirations and ambitions take a back seat which we need to keep working on. But the discussions were very animated and full of life where people had purposes very different from what they regularly do but the current job was certainly a stepping stone towards their larger aspirations.	
	3.8	On my Learning screen, click on Learning Report	Few learnings during this big step:	

	and create a report of all of my learnings for this Big Step. Review my learnings and identify the 3 most important learnings. Prepare to present these to my Learning Group.	• Success should bring about a change or exhibit a persons/ teams both capability as well as capacity. Capacity is a dimension which will define / put to use the capability of an individual/ team and both are to be adequately present for a success of a team / individual.
		• Discussion of the book Fish Omnibus had a few take away pertaining to team work as well:
		
		  1. Choose your attitude, you will reflect what you carry to work
		  2. Create a definition for your own happiness, find it outside and serve it to the team
		  3. Focus on customer enthusiasm and replicate it within
		  4. Be present in the moment
		  5. Coach and be coachable	

Big Step 4	**Pursuit of Excellence.** While, I think with a bird's eye view, I operate with a worm's-eye view. I ensure that my team and I have the functional expertise to deliver excellence. I leverage organizational strength and am resourceful. I use data to arrive at objective, effective and efficient decisions. I align all stakeholders towards a common goal. **I will further learn** to leverage the organizational strength and be resourceful, **it is important** to ensure continued growth. For doing this attention to details and continuous learning are of vital importance since these will help in defining clear tangible objectives for effective and efficient decision making.		
	4.1	Launch this Big Step by: * Reviewing my edits of the Big Step description and modifying them as appropriate * Reviewing each Principle and writing an anchor for each Principle * Reviewing all of the Learning Tasks modifying the Learning Tasks to create value and scheduling the learning tasks	Along with macro management, micro level understanding of every task is of utmost importance. This is certainly the need of time. As a support to the larger pharma organizations building understanding of the picture and understanding the right support system and creating a road map for future growth and success are vital for success. While we as an organization create tools, systems and processes to achieve a sustained growth an important aspect in this journey is to partner with the client and make them a part of this journey so that together as a team we benefit and create a value for each other. The role out of the competency methodology tool that has been developed for all the clients will be successful only if it is deployed in agreement with the client partners	
	4.2	Create a skill map (covering behavioural, technical, domain and other skills) of TCS BPS. Identify skills that are widely fungible in TCS BPS. Identify 2 such skills I would like to build in my team and put a plan in place for the same. Record my learnings.	The attached competency development framework has been developed to be deployed for every project and an Individual Development Form will be created for a clear career road map for all the associates. Instead of I identifying it, it would be the responsibility of the individuals to identify and focus on building this skill.	TCS Biostats_Statistical_Programming_competency deck for circulation.pptx
	4.3	Create a detailed skill map of my team. Identify 2 areas of strengths that my team has and plan on how I can leverage them. Identify 2 gaps that I need to fill and create a plan to do this. Share with my team and record my learnings and observations.	The competency discussion exercise for mapping the skills and identifying gaps is being implemented across various projects. This is being planned for the team in Hyderabad in the next week. Basis the preliminary assessments on sample population here are the observations: • The sample data is not equally distributed among the experience ranges • SME and individual self assessment are more closer • Associates with lesser number of years of experience more self aware • Post discussion with SMEs the self assessments were updated by many • Managers and TLS need to be coached / trained before implementation • Need of overall grooming of the team to understand the pharma domain • Associates with higher years of experience need to expand their domain horizon and develop more self awareness • Overall all the associates are very well tuned to their projects and hence a need of exposure outside the projects is vital	

For the future and larger implementation across all the projects below would be the requirements:

- Top – Down percolation
- Only 2 assessments 1 manager and 1 self assessment
  - SME available for guidance
  - Coaching session for managers to be planned
- Determine the frequency
  - Make it a part of the official process for career development for associates
  - Map to the larger goal of building a road map both for projects and overall TCS.
  - Demonstrate tangible benefits
    - New opportunities
    - Lateral movements

	4.4	In my Learning Unit, discuss what is meant by 'Customer Expectations'. Review our current SOPs and performance metrics to see how they align with my customers' expectations. Identify modification that I need to make so that we add more value to the customer. Record 3 learnings during this exercise.	The attachment has the business strategy plan which is needed to Ramp up the delivery and business	Improvement Plan_001.pptx

	4.5	Create a map of my stakeholders. Based on the changes that I identified in Task 4.4, identify the stakeholders that will get impacted by these changes. Create a plan to onboard each these stakeholders and gain their commitment. Share my experience with my learning unit.	Impacted stakeholders:
			
			TSC delivery team – adapt to the proposed changes and be agile to change
			
			Client – understand and agree and support the proposed changes
			
			Account TCS leadership team – lead the change and support via change management
			
			TCS LS BSP SME team – walk with the account team in delivery, training, strategic support
			
			TCS LS BSP leadership team – support the implementation via top – down approach
			
			HR – hire, on board, retain the impacted via change management
			
			Create a project strategic implementation business plan focusing on the following:
			
			• Identify the key priorities / focus areas for the function
			• Have an understanding of the competition and have a competitive analysis done including the share of volume by scope of work and RnD deliverables with the competition
			• Understand and develop the TCS Wallet share - opportunity assessment - identify the scalability and capacity model
			• Work on the following strategy:
			  ○ Protect and grow delivery
			  ○ Encounter and grow delivery
			• Have a functional growth strategy / plan (30-60-90 day plan)
			• Discuss investment/support required
			• Have the gross margin and revenue projections for the agreement of all the stake holders
			• Have a development road-map
			
			Basis this plan, there was some discomfort/ acceptance and challenges which needed to be discussed and an agreeable solution had to be developed.	

	4.6	Take the Web Based Training (30 - 40 minutes) 'Skillsoft - Making and carrying out	Style	Behavior	When to use	Do not use when...

difficult decisions'. Reflect on tactics shared in this course - criteria for good decision making, decision making styles, implementation of solutions and celebrating success.

Style	Behavior	When to use	Do not use when...
Authoritative	The leader makes a decision and announces it	Time is short As decision maker you have all the knowledge needed	You need buy-in from others
Consultative (group or individual)	The leader gathers input from individuals or the group and then decides	As decision maker you do not have all the knowledge or insight needed The issue is important to the group	Others really don't have any say in the decision (as decision maker you may have privileged information)
Majority	The leader and the group reach a decision that everyone understands and the majority of people are willing to implement	It is a relatively trivial matter	The decision affects everyone in a meaningful way
Consensus	The leader and the group reach a decision that everyone understands and are willing to implement	The decision will impact everyone and they all need to fully buy in There is potential value in the team discussing or working together on the decision	Time is short
Delegate	The leader delegates the decision to an individual or the group with constraints set by the leader	The delegate has all the necessary skills, or there is a coach or mentor available	It is a high risk or high-profile decision

| 4.7 | Think about a situation where I made a bad decision which | This is one decision in my past organization when I was asked to make a decision on a certain organizational change and I decided to quit my organization, I consider this as a poor decision since I had an | |

		had a significant impact. What was it I did that made it a poor decision? Reflect on how I could have made that decision better. Identify a situation where I made a really good decision. Reflect on what made the decision a good one. What did I do differently that led to a better outcome?	opportunity to make a difference but emotions ruled over being objective at that point in time and I chose to move on but on the hind side I feel and believe that if I had stopped and thought through and taken the plunge and not been overwhelmed by emotions I could have made a difference then. A similar situation did arise now and here I decided to say "yes" and go ahead to make a difference. Instead of closing self to an opportunity I decided to face it and take it in stride; although at this moment this would bring in a whole lot of discomfort but this would certainly open up newer opportunities/ avenues, move me out of my comfort zone thus broadening my horizon and open me to new ideas and thoughts. Here the only difference that I see in me is being more objective and rationale and not overwhelmed by emotions. Rationalizing the idea and weighing pros and cons has helped me arrive to this decision.	
	4.8	On my Learning screen, click on Learning Report and create a report of all my learnings for this Big Step. Review my learnings and identify 3 most important learnings. Prepare to present these to my Learning Group.	Validating the leadership styles that I use during my day to day work was an interesting exercise. While thinking about my good and bad decisions , I was able to re-affirm the concept of cognitive bias which inadvertently influences our decision making And the most important thing that I learnt was while we continue to have a macro view of things, but having a micro level view of most important aspects of the day to day dynamics of the team can help us help the team better and make the right decisions.	
Big Step 5	**Re-Imagine.** I understand that transformation isn't about just improving, it is about re-imagining. I constantly challenge status-quo and redefine success criteria. I propagate and transform conventional thoughts into practical, out-of-the-box solutions. I use every challenge as an opportunity to improve and transform myself and my business.			
	5.1	Launch this Big Step by: Reviewing my edits of the Big Step description and modifying them as appropriate. Reviewing each Principle and writing an anchor for each Principle. Reviewing all of the Learning Tasks modifying the Learning Tasks to create value and scheduling the learning tasks.	To re-imagine is to think completely out of the box, it is to re-invent both self and opportunities. Being present in the moment can help re-live and re-invent. Being able to transform from the existing and re-generating can be the most important principle to strive in the long business. Re-imagining also helps bring back the lost focus and vigour in both self and team which will in-return help bring about a zeal in the team and business.	
	5.2	Complete the Eclectic Thinking Training course. List 3 learnings from the course. Apply eclectic thinking to one aspect of my team's work.	Adversity in to opportunity Frugal innovation Take an experience from one domain Identify the pattern involved Translate this pattern to create a perspective in different domain The above were few of the learnings from the training Few others that also were summarized An idea can change life provide: New perspectives New horizons New avenue New ideas New thoughts The final take away : 1) Go to 1 new place a month 2) Pick up a new hobby 3) Learn something new every month First and the foremost application would be to democratic team thinking rather than demonstrative. Right now there is not one thing that I can think immediately, but when the right opportunity comes will try and apply this mechanism but in the meantime will certainly discuss with my team the eclectic learning experience and hear their thoughts as well.	
	5.3	Watch the video "How wolves change rivers". Reflect on how my actions as a	This video is truly inspiring and gives an idea of how one can although may look seemingly insignificant can influence the entire ecosystem. It is not always necessary to innovate but if one can perform ones core activity relentlessly , with passion and without cutting	

	leader have a ripple effect on my eco system. Reflect on how I can be a wolf and create a positive eco-system for my team to innovate and change. Record my observations.	corners, then never avenues can arise out of these which can indirectly produce a positive ripple effect resulting in desirable outcomes. Secondly, to bring about a positive change there is a need to let go of certain beefed up people / systems since complacency sets in once a comfort is created and most of the innovation or change happens in discomfort.	
5.4	Think about a difficult time when I could have taken a stand, but I didn't. Why did I not take a stand? What could I have done differently? Share with a trusted person and document my learnings.	There are times when a certain decision looks correct and appropriate at that time but then when time goes by and we realise that things could have been handled in a different way or there could have been a different end result. Taking a stand always doesn't mean trying to make a difference or making a decision, sometimes just letting the tide pass by without disturbing things is also a part that one can take while making some tough decisions or facing difficult times. We need to outweigh the pros and cons for every decision and always think rationally, sometimes the emotional brain takes over the objective mind and that is when the actual struggle sets in of what is right versus what is wrong. With every passing experience we learn and grow and probably understand that dealing with ambiguity is the most challenging thing which needs to be circumvented by trying to find factual and objective supporting data.	
5.5	Ask my team to identify 1 internal and 1 external source of information that helps keep them abreast of current trends and developments in our business. Have a discussion with them about what they think are significant trends that will impact your business and how. Record your learnings.	The Pharma SUG journal, the CDISC FDA newsletter are the external sources, internally the PALs communication and CDISCussion forum helps the team be abreast of the current trends and developments in pharma business. the new developments in gene therapy, real time data analysis, immunogentic personalized medicines, AI and data standards and development in aut14omization is leading to greater challenges and is impacting our business since it expects us to be on the top of every activity.	
5.6	Discuss with your team what it means to reimagine your business in terms of culture, work style, process and any other lens you might want to apply. Identify 1 major change in each perspective that you will want to make. Share with your learning group.	In the regulated pharma domain that we operate in there is a need to be updated on the current trends and also deliver First Time Right since we deal with human lives. To remain relevant always and on the top of your business we need to develop a culture of learning by proactive experimenting with new channels and platforms. The work culture is currently moving a lot towards digitization of processes and everybody is talking about how to optimize the existing process and freeing up resources which is the foremost thing which we need to imbibe in our culture. While doing this we should just not think of processes but think of our customers and clients. For the pharma industry the customers are the patients i.e. the end users whereas for us the customers are our sponsors and indirectly the patients. Our drive should be to have thought process making Customer centered designs which will put the entire focus on the end user and the optimization which would be led through this would be more focused and empathetic giving a tangible emotional connect to the customers. Currently, the first step that we have taken here in the group is to think like a pharma and work like a pharma, model ourselves in functional learning teams to create and drive synergies like a clinical trial team to demonstrate effective working and seamless delivery.	
5.7	On my Learning screen, click on Learning Report and create a report of all my learnings for this Big Step. Review my learnings and identify 3 most important learnings.	To keep self relevant, re-imagine is an important aspect. Perspective gathering, connecting the dots and being imaginative are the most important things to welcome change as well as to be the change. Taking risks and applying a untried to unknown are one of the important aspects definitely weighing the pros and cons... Building and creating synergies between and within teams is an important takeaway.	Infinos Learnings Summary Report_5.6.pdf

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