



Use Case -2

BUILDING HUMAN-CENTRIC WORKPLACES - HUMANOCRACY FOR HIGH PERFORMANCE

A leading Indian Bank having successfully Privatized a few years ago and with serious ambitions as contenders to current Market Leaders. The Client were concerned about Legacy Thinking and traditional Leaders who demonstrated Fixed Mindsets and poor regard for Talent. The Client engaged with Capstone People Consulting given our word of mouth reputation in the BFSI domain. The Vision for Change included -

- Addressing Command & Control Management Styles that made the Culture Power-centric, Dis-empowering and not contemporary for New Talent
- Leadership Interaction & Conversations that were Transactional, making it obvious that Top Leadership had made their transitions to Leadership roles without building People Capabilities
- Everyday Leadership was transactional – poor use of the Occupational Intimacy space
- Creative Thinking, Speed of Problem-solving and Orientation towards Initiative and Mistakes were discouraged
- Human-centricity, Compassion were not concepts the Leaders were familiar with

When you Teach, you Learn Twice



CAPSTONE'S HUMANOCRACY INTERVENTION - MANIFESTING FUTURE OF WORK CULTURES

Capstone's Proprietary Diagnostics identified many areas for People & Culture Change. The Intervention focused on Leadership minus 2 levels in Phase II. The intervention involved several Humanocracy Workshops across the country with strong Group Coaching & Learning Transfer mechanisms.

When you Teach you Learn Twice was used as an adage to drive Change through manifesting **Leader as Coach**.

These interventions saw Leaders rising to their Leadership work, Coaching Branch Heads, carry out the Post-work with gusto. The Bank created a **virtuous Teaching cycle of Key Levers for Change, Mindset shifts** identified & taught to create momentum for **High Performance**.

All sessions were high powered with inspiring conversations for Change evoking standing ovations and highly charged audiences who proactively wanted to challenge the status quo, drive Meaningful Change – Build eco-systems for High Performance. The sessions leveraged the Collective Business aspirations to become Market Leaders

- Conversations Dil Se
- Customer Obsession
- Building Humanocracies for High Performance

Phase 2: 1000 Change Leaders @ the Bank

Phase 2 of the Change Intervention involves building 1000 change leaders at Leadership/ Senior Vice President Levels to focus on key areas such as -

- Adaptive Intelligence
- Change & EQ
- Manifesting Change through Powerful Conversations
- Manifesting Customer-centricity through High EQ & Collaboration

(This is now scheduled for Execution in August 2023- one more time – Building a strong Guiding Coalition within the Bank for Change...)

"This intervention has been an eye opener, better & more meaningful than what I just attended at Wharton Business School"

-Participant Feedback, Senior Leader at Bank

"The most inspiring Leadership Intervention of my Career"

-Participant Feedback, Senior Leader at Bank

"Leader as Coach is a powerful though to address Talent Stickiness, Collaborations & Multi-generations"

-Participant Feedback, SVP at Bank

