

Design of Career Self-Reliance Workshop
Furthering Career Development efforts in India
A 2001 initiative

The Outline:

1. Need for Career Self Reliance.
2. The Process – From where and why?
3. Preparation and program module.
4. Positioning and launch.
5. In-action.
6. Feedback and Improvisation.
7. Planned Steps

The Role of HR:

1. The plan to respond to the need of the organization by bringing the program from US.
2. Identify a trainer.
3. Getting the trainer trained.
4. Systematic launch of the program.
5. Stepwise organizing of the program.
6. Setting up the agenda , working up on the feedback for better delivery

Workshop Objectives:

- To increase one's awareness of personal goals, values and interests.
- To strengthen the ability to create alignment between one's personal interests and business needs.
- To increase ability to communicate one's value effectively.
- To enhance integration of the performance/development goals with personal career satisfaction.

Need for Career Self Reliance: The existing flat organization has developed a concern among the employees about their future growth

The Process:

- From where? The original program model has been gained from the US.
- Why? To help people find their own solutions

Preparation: Through the program module an attempt has been made to address the local needs. To run the program, an External trainer was identified and tele-trained by Harriet from the OD team

The Program Design:

The Program is voluntary for all employees of Monsanto India.

A participative process of discovery & dialogue are the highlights of the program. Also, the design makes it a completely confidential partnership between the participant & the external facilitator.

A group size of 14-16 individuals is able to participate in any workshop. Individual employees need to send in their nominations on e-mail/phone to HR with the consent of the immediate supervisor.

If there are more than 16 requests for a given program, random selection is made based on the location of the person & the venue of the program.

All participants are sent some assessment tools as PRE-WORK, which have to be mailed to Geetha (the external trainer) a week in advance. If for any reason a participant is unable to complete it & send it to Geetha, one needs to re-register for the next workshop. Hence, coming prepared is an essential pre-requisite.

The intent is to organize one workshop every 45 days. Additional workshops have been arranged based on the overwhelming response across the organization.

Positioning and Launch: The objective was to reach out the whole organization and so the venue selected for spreading the message to the mass audience was the annual conference 2001 at Agra. The message was spread through presentations and other visual aids (e.g. posters)

In- Action: There was a trial run of the program in Mumbai with the trainer to check on the delivery and incorporate examples.

The first program was organized in Mumbai in April, 2001 and subsequently 5 such programs were organized at Bangalore to facilitate the R&D people. So far, 17 workshops have been held in all. The message is slowly percolating in the field. There was the formation of “National Training Resource Unit” wherein 15 people were nominated by the RBMs, one each from every region. The members of the NTRU are the regional representatives and are entrusted with the job of spreading the message regionally and also identifying the training needs among the field people.

Feedback and Improvisation: There was an overwhelming response after the first few programs. There were suggestions to incorporate more live examples and the programs be of longer duration (a day & a half). There is also scope for one-to-one consultancy with Geetha (individual sessions). A feedback on pre-work ought to be given by the trainer.

Planned steps: To organize workshops across different functional groups through the length and breadth of the organization.

During the year-end assessments, the People Managers to review any progress made in the action plans.

There will be follow-up workshops for all interested to keep the momentum & also provide continued help. The design of the follow-up program is underway.

The entire process is seen as an enabler to think and chart out various possibilities existing within the system.