



Arjun Shankar
Chief Corporate Management
Services officer, NIIT Ltd.

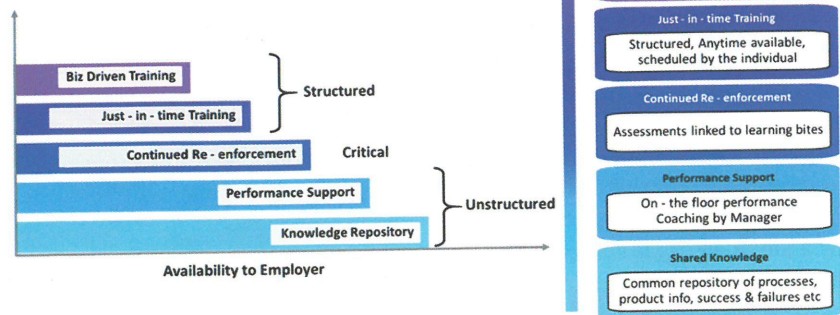
NIIT has a performance driven learning ecosystem with structured trainings as well as unstructured learning content for its employees. The role-based trainings and domain or functional trainings are a regular affair at NIIT, and mostly executed as a standard set by the business teams. They are conducted in a calendar mode with a clear set of objectives addressing an identified set of skills.

As an individual, an NIITian may be nominated to attend an external program or encouraged to upgrade his/her skills through MOOCs identified for behavioural as well as domain skills.

It is also a fact that any skill learned or knowledge gained is only useful if it is practiced. Action Plans created in the classroom are followed up by the training facilitator within a month. This concept of Learning Cliniques helps the learner to discuss his progress and the challenges faced, and get feedback from peers as well

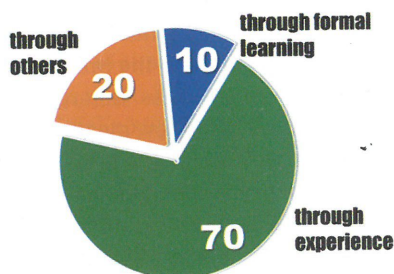
L&D best practices strategies for success

Performance driven Learning Ecosystem



as the facilitator, resulting in an increase in his confidence towards continued learning application. On-the-Job assignments or projects are linked as post training activities to ascertain application and to measure the impact of learning.

We strongly believe in the 70:20:10 model of learning & development. Many initiatives are focused on the 70 and 20 aspects of the model.



Learn & Develop through Experience: 70 percent of learning happens when the NIITian is tasked with stretch assignments or responsibilities outside the usual work, or increased responsibilities in his/her current role. There could also be a business strategy initiative or a problem solving project, or a cross functional assignment that must be completed successfully.

Learn & Develop through Others: 20 percent of learning occurs through interaction and feedback from seniors, SMEs, colleagues and peers as well as subordinates. Exposure during internal and external conferences gives an opportunity to network and learn. Coaching & Mentoring from experts as well as business leaders is another line of learning exposure.

Some of our organisation wide learning & development initiatives have been path breaking.

During the nineties, the Managing Director's Quality Club (MDQC) and the Chairman's Quality Club (CQC) programs focused on handpicked HiPo managers and exposed them to Senior Leadership through conferences and conversations, to management teams through strategic projects impacting the organisation's overall performance and, of course, the actual projects that were executed by cross functional teams. Many of NIIT's current Senior Leadership has been part of these programs.

In the recent past, the modus operandi has been updated to

include young managers in the realm of such initiatives. It was felt that for the growth of NIIT, there must be an internal talent pipeline growing into the senior manager positions.

Two recent programs focus on developing HiPo employees at the Managerial level – Beginner and Experienced. The Beginner manager program – Creative Commandos – aims at exposing the NIITian to work on problem solving business projects in teams

with Mentors to help them and Senior leadership to guide them. Regular review by the Management team provides them with focus and direction. Participants from this group have shown huge growth in their overall development, leading to growth in role and/or position. The Experienced manager program – Trailblazers – aims at pitching strategic initiatives to participants to create an end-to-end implementable plan, and sometimes even execute it. The participants are mentored by business leaders based

on critical areas identified in the Managerial Potential assessment with clear outcome driven goals.

A unique organisation wide initiative on Customer Service Excellence has created a ripple effect of application based projects that are impacting their customers – internal or external. Each project has a clear set of deliverables from the customer's point of view, with a defined unit of measure of success. The L&D initiative is creating a new service culture at NIIT.