

## MAKING LEADERS: THE EMERGING LEADERS CLUB WAY

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Leaders are essential for all lines of business in an organization, especially since leadership and management go hand in hand. More and more organizations are emphasizing the need for leadership development programs. The reason behind this is that it benefits the firm as well as the employees, making it a win-win situation for both parties.

Walplast Products is one of those companies which takes the initiative to introduce the creative concept wherein it gives a chance to the employees to be the future leaders.

It is an Indian multinational company and one of the largest and leading manufacturers of building construction material products in India. It was established in year 2004 having six manufacturing facilities strategically located in all the four corners of India. All the units of Walplast are well-equipped with state of the art R&D laboratories comparable to the International standards.

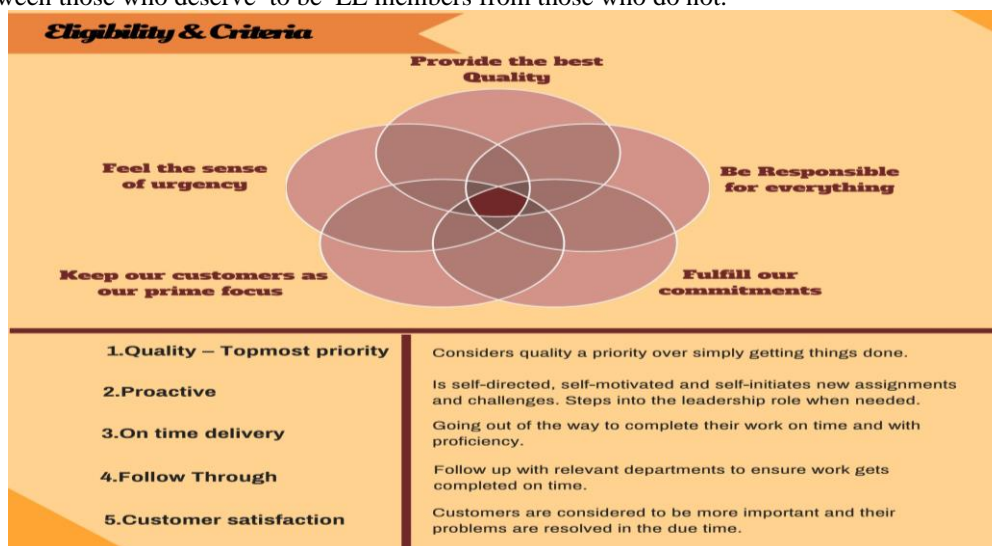
The mission and values of the enterprise ensure compliance to achieve the corporate goals. These have transformed into the even Pillars of Success and form the essence of Walplast Products Pvt. Ltd., which inspires and motivates to excel. It is needless to say that achievement of these goals are possible only through self sufficient and competent employees.

Belief of Walplast- "Our employees are our assets and nurture them as our Brand Ambassadors."

In order to lead & develop company's employees Walplast introduced a club named as **Emerging Leaders Club**. It was firstly named as Talent club but as the main objective was to make future leaders from this club so the name got changed to Emerging Leaders Club. Emerging leaders Club is an elite club which is built to nurture next generation leaders. This club aims at giving the budding leaders a perfect foundation to develop their skills and capabilities through accelerated learning and development programs.

EL Club is a group of talented resources who have the ability to step up into the leadership role. Membership of EL club not just give recognition to the employee as a top performer but also ensures an accelerated career growth. The main objective of EL Club is to focus on high potentials and accelerate their development to take up leadership positions in future. As this club is meant for high performing and extraordinary employees, so there are certain eligibility criteria & selection process for being an EL member.

- This club opened up a big challenge to employees for selection of the best among them. As a remonstrance the HR department used the core values of the company as a greatest medium to bifurcate between those who deserve to be EL members from those who do not.



To become EL Club members, employees went through many levels of tests such as aptitude test, psychometric test, group discussion, presentation in front of panels (HR, External member). The participants/ employees who had a score above 80 % finally became the first batch of EL club.

The selection process typically began with circulation of entry forms to the employees, submission of duly filled forms by employees from each department to respective manager/HOD for further process. The manager/HOD nominated the top performers from the entries by filling a certain form which was further sent to Human Resource (HR) department. From HR the filled form were then sent to department specific stakeholder. Out of all the entries received from the various departments, the shortlisted nominees went through a round of interview and presentation. The –presentation by nominee focused on individual achievement and his/her contribution to the team achievements. Interview was conducted on the basis of presentation. After the nominated candidate goes through the entire process, final selection takes place with the help of panel consisting of HR, Management, and external member.

The EL Members undergo a typical program for a period of 1 year as narrated below:

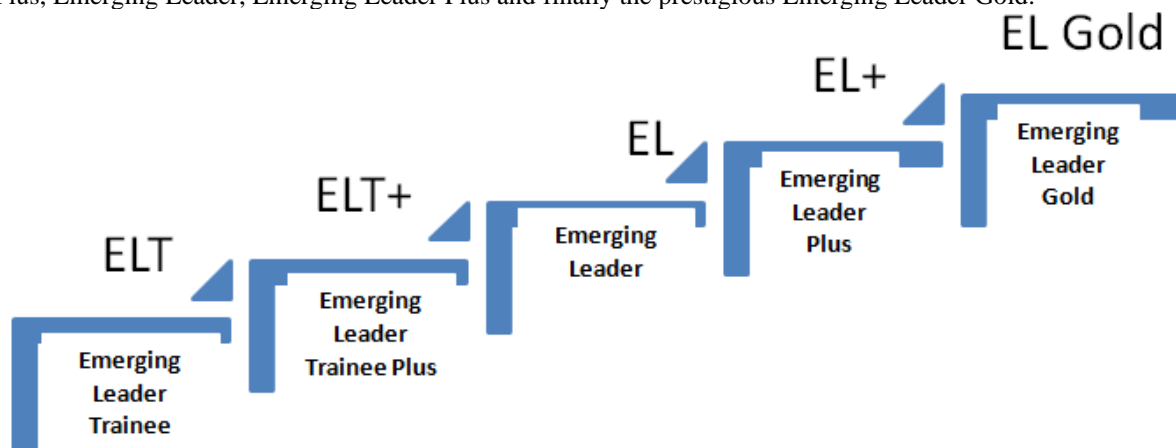
**Program Outline**

The program duration is of 1 year and ends on 31st March of every year. This 1 year is divided into 4 Quarters. During this 1 year, the program course will be as follows-

1. **Quarterly Project:** Members will be given department specific quarterly projects which will be reviewed at end of the quarter.
2. **Individual Performance:** Along with the above, the members have to ensure the overall performance is maintained.
3. **Training:** Members will undergo training programs which will provide a learning platform and exposure to enhance skill sets. On successful completion of these trainings the member gets certified.

**Quarterly schemes:** Members will also get a chance to win exciting prizes associated with the quarterly schemes.

Walplast conducts yearly presentation for reviewing the performance of EL members wherein a panel is selected and members are reviewed/judged on the basis of Projects undertaken, Individual performance and Trainings attended. On the basis of the scores, membership of the members is upgraded. The membership typically follows the succession which falls into 5 categories of Emerging Leader Trainee, Emerging Leader Trainee Plus, Emerging Leader, Emerging Leader Plus and finally the prestigious Emerging Leader Gold.



As employees enter the elite EL club and become ELT(Emerging Leader Trainee) they are given an office laptop and personalised EL visiting card. Mr. Rajanish entered EL club as ELT. As he completed his 1<sup>st</sup> quarter project on time and did very well on his performance he was upgraded to ELT+ class of membership of EL Club. With this progression he was provided with various benefits such as Health checkup package which is a quarterly scheme. He also participated in various contest which EL Club organises regularly for its members and he won a number of prizes from there. EL membership comes with various benefits and schemes which not only develop employees but also leads to development of their dependents by providing schemes like dependent education scholarship. Mr. Rajanish underwent various exclusive trainings in order to upgrade his knowledge/personality/technical skills. As Mr. Rajanish’s membership kept on getting upgraded due to his good performance, he got introduced to new joinees in the organisation as a top performer which gave him a sense of pride. Mr. Rajanish reached the next stage of progression in the EL Club when he became EL + member which along with a other benefits gave him a leader buddy who helped and guided him throughout which actually helped Mr. Rajanish developed himself even more which got reflected in his work and helped him

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reached the last and the most prestigious stage of EL club that of EL Gold membership. By coming this far Mr. Rajanish proved himself as an emerging leader and now he confidently handles each situation as a strong leader. Plethora of benefits are enjoyed by an EL Club member which typically ranges from EL Club Membership Card, Office Laptop, Quarterly Incentive Schemes, Exclusive Trainings, Education Scholarship, Dependent Education Scholarship, Membership of Professional Association, Celebration on family members' special occasions, EL Emergency Allowance, EL customized Email signature, Birthday Benefits, Introduction as Top Performer to new joiners, Customized Yearly Visiting Cards, Quarterly Health checkup package Schemes, Quarterly Contests and Leader Buddy Interaction.

Walplast launched this program as a unique initiative and is running this program across all levels & functions of the organization, resulting in a happy and efficient employee base, ready to perform and shine like the EL Member.

### **REVIEW OF EL MEMBERS:**

“I started my journey in this company as an Area Sales Manager based at Indore (M.P.) in the year 2013. As earlier I had worked for a Tiles and also Consumer Durable Industry, so working for newer fields was never a constrain for me. As Every company has almost same basics in channel sales and I had experience on network development and ~~existing~~ had worked towards customer satisfaction. My first achievement in Walplast was when I did the highest sales in the month of June 2013. I received immense appreciation and I was given the responsibility of handling entire Indore city. This appreciation motivated me to work harder. But as I pursued further, lots of challenges came along.

There was a sudden change in company's policy in terms of management and also unexpected change in price. Due to these reasons we lost our retailers in Indore and our company closed the depot operations. This is what business is about.. Experiment and learn!! We also did the same. We changed our focus towards appointing distributors in Indore & surrounding areas. In Nov 2014, I again achieved a very high sales along with a highest sales figure state wise. ~~I got an~~ As a token of appreciation I was certified as the Best Contributor in Team Performance. New opportunities & challenges coming in my way, kept me moving and I achieved many rewards and recognitions in the following years. One of my major achievement ~~withi~~ during these years was ~~to~~ becoming an EL member in June 2018. Ever since then I have achieved many awards ~~in~~ as an EL member. I received two times Quarter Bonanza Gifts and when I completed my sales target for International Khiladi I got ticket for Bangkok Tour. During my entire journey from joining EL Club to becoming EL Gold Member, I came across many difficulties but I kept on learning from my past mistakes and thus kept working towards achieving my targets. Through my overall experience I can say only one thing – “Opportunities are given to everyone but it's on you, how you make use of those opportunities.”

### **RAJANISH SHARMA**

#### **EL Member**

“It was the beginning of New year when I joined Walplast in 2017. The mercury level of excitement was sky-high, but the warm, friendly and welcoming team of Walplast made me feel comfortable. From there the journey started under the guidance of my manager. With ~~this~~ some small steps taken everyday, I have completed 2.7 years in this organization, and not only grown as a professional but also as an individual. In the last 2 years, I've made good friends and have met charismatic leaders. My career got a big leap when I have got my 1st Project to launch Employee information portal followed by Mediclaim and then Buddy Program.

Honestly, I had never thought that I can one day become a part of this big platform called ~~as~~ EL club. But “DREAMS DO COME TRUE”. It is a totally different feeling when people recognize you as a performer, when your family members are present in the audience and you receive the accolade by MD or CEO. Still I remember when I wore Blazer for EL function my dad looked at me and said “KOT VALI MASTARIN DISTES” a memorable day of my life.”

### **POOJA JORI**

#### **EL Member**

I have been working with Walplast Group since three and half years as a Sr. Executive in QA/QC division at HO-Mahape. I have got lot of opportunities from our organization which has helped me to enhance my skills and elevate my self-confidence.

In the past few years I have gained experience in testing of various building materials, testing parameters and specifications of products, NABL Standard methods etc. I have always got support & guidance from my Lab-team and HOD. The very first step to achieve success is observing and learning from the things around. I am that kind of person who believes in enjoying the present moment rather than regretting the past, so I'm always looking forward and working with positive energy. Due to my hard work and dedication towards my work, I ~~was~~ got selected in EL club & I've been part of the same since one year. It's been a wonderful journey throughout. The EL-Club gives me the opportunity to showcase my work in front of management. Each quarter I get to ~~learned~~ new things and able to ~~improved~~ on my qualities such as increased concentration on work, rising

confidence level enabling me to handle individual projects and complete projects before the deadline etc. These improvements and experiences have now made me a privileged EL Gold Member.

The EL-Club is an important platform for all employees when they are playing lead roles in their work. I got this opportunity last year and I completed it all successfully.

I feel grateful and proud to be a part of this organization.

**KSHITIJA NAWADKAR**

**EL Member**

**THINGS TO BE ANALYZE?**

- a) Appraise EL Club Initiative at Walplast with respect to various styles of leadership you know.
- b) Do you think this initiative can be adopted by other organization or is specific to Walplast only?
- c) Do you see any pitfalls in this program. Give Suggestions to make it more effective in time to come.