



PROBLEM

Saajha has always prioritised leadership development and worked on it consciously in the last few years. To build future-ready skill sets and capacities in the leadership team (LT), Saajha wanted to understand how well existing leadership development systems were serving them.

DIAGNOSIS

Atma conducted a diagnostic exercise to understand the LT's development journey at Saajha and their feedback on the leadership development systems. Based on the exercise, Atma shared its analysis and findings with Saajha, including the need for:

- Reviewing the leadership competency assessment framework to make the 360 reviews easier to navigate
- Role clarity and clearer role-specific performance metrics
- Need for building a pipeline of leadership talent internally

SOLUTION

Atma and Saajha prioritised some of the areas of development emerging from the diagnostic exercise as points for immediate action. It was decided that while Saajha worked on the improvements to the leadership competency assessment process independently, Atma and Saajha would work together to ensure (i) greater role clarity and (ii) internal talent being groomed for greater responsibilities. We created a RASCI tool and a job descriptions template and conducted a training workshop to get the team to use the tools, so that:

- The team understands their roles and responsibilities, including skills and competencies required
- The budding leadership talent has a blueprint of the roles they could grow into

OUTCOME

- Atma, along with Saajha's co-founders, enabled a mindset shift in the organisation- that organisational agility is not antithetical to organisational structure
- Saajha's functional and project teams are creating RASCI matrices for their teams and developing job descriptions for various roles for the first time
- Saajha is revamping its leadership competency framework to (i) make it more user-friendly and (ii) make the 360 degree reviews more meaningful.