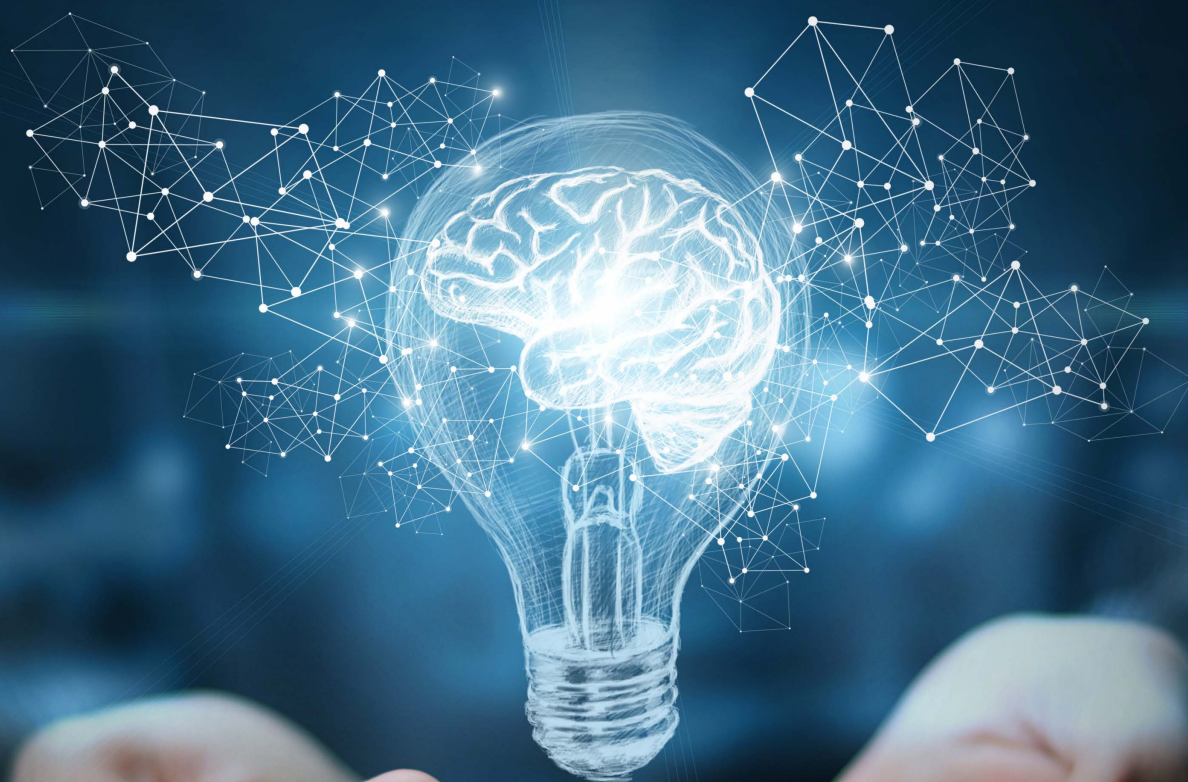


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LEARNING REIMAGINED


Catalysing GCC's Transformation





Learning Reimagined: Catalysing GCC's Transformation


As of FY 2020, India was home to over 1300+ Global Capability Centre (GCC) organizations, employing more than 1.3 million and contributing US\$33.8 billion in gross revenue (NASSCOM 2021). This accounts for more than 45 per cent of the GCCs in the world. Organizations have come to Indian shores to take advantage of India's highly competent talent pool, progressive policy support, and a good infrastructure. These include companies from the banking, financial services and insurance (BFSI), retail/consumer packaged goods (CPG), research and consulting, telecom and networking, aviation, automotive, healthcare, diversified industrial, electrical and electronics, and energy sectors.

This report describes:

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the changing vision of GCCs located in India
- 

the talent necessary to meet their transformation agenda (especially, the digital skills that are required of the entire workforce, and the technical and managerial competencies required of the middle-level in particular)
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case studies of outcome driven; custom designed interventions aligned with business requirements
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and, how learning designs, methods and frameworks must evolve with the changing needs of a GCC, and most importantly foster innovative thinking.



The changing vision of GCCs located in India

It is no secret that GCCs in India are primarily helping drive the transformation agendas of their respective parent organizations around the world. Not surprisingly, many of the GCCs were initially set up only to serve as operative process hubs. The advantage to the parent organization was the cost arbitrage derived from establishing hubs in India. However, they quickly realised that such centres could blossom into technology hubs, and eventually into full-fledged global capability centres catering to the holistic transformation agenda for the company.

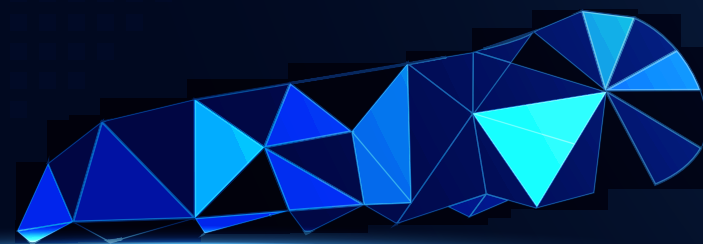
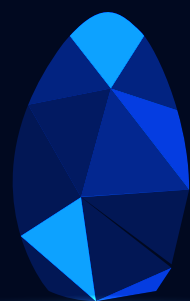
With this change in emphasis and scope, the GCCs in India today have become hotbeds of innovation and incubators of fresh ideas. They conceptualize new products and services based on evolving market needs. And, these innovations leverage cutting edge solutions to business challenges and digitalization using emerging digital technologies. Clearly, the work that is being done by the GCCs here, in India, is impacting global business in radical ways, and provides strategic advantages. The recent EY's GCC Pulse survey 2020, vindicates our belief that GCCs in our country are uniquely positioned to play an even more integral role and are poised to become the epicentres of efficiency, innovation, and modern practices in the next few years.

Since 2020, the pandemic has disrupted the GCCs, as it has other organizations. However, even during such unprecedented times, the GCCs in India have shown tremendous resilience, innovation, and adaptability without sacrificing efficiency and effectiveness. Business leaders have used the changed economic conditions and consumer preferences in the last one and half years to question the previously unquestioned assumptions and initiate drastic changes in their goals and vision. Whilst this has proven the GCCs ability to be agile, they have also increased their bar on excellence and the expected competencies of their workforce.



Talent needs to meet the Transformation agenda

An unequivocal differentiator for the GCCs is talent. And developing and nurturing talent is and will continue to be one of the critical challenges GCCs face, as they plan to transform. Whilst they can hire talent when available; critically important is for them to continuously reskill their existing workforce. Through this report, we would like to share our observations and some best practices from our work with the GCCs; and to engage in conversations with leaders working on developing their workforce.



Our key observations on learning and development

- 1 As GCCs aspire to become “business partners” in shaping the overall organisational strategy itself, digital transformation and process innovation are the key levers to master.
- 2 Digital skills for the entire workforce along with full stack development, software engineering, cloud, analytics, AI and ML are clear priorities for the GCCs:
 - Proactively reskill workforce on an entirely new set of technical skills to prepare for new and different roles.
 - Deepen the impact within the existing area of expertise for the workforce to be better equipped to innovate further. This could also help control the present attrition.
 - Focus on fresh graduate hires and train for the skills needed.
 - Setting the stage for continuous learning through periodic evaluation of individual capabilities and identify gap in skills.
- 3 Focus on middle level leadership – Transforming process-compliant middle management into agile and innovative thinkers and leaders. This shift in mindset and inculcation of leadership competencies are critical upskilling components. This can be achieved by nudging the mindset of managers to think along the following lines:
 - Take a proactive approach to solving problems, identifying opportunities and discovering trends
 - Understand business viability in both local and global contexts and the openness required to think of “Global”
 - Leverage tech as much as possible to re-engineer and automate processes for enhanced efficiency
 - Understand what a customer-centric organization means:



- Use design thinking and empathy to bring out rich insights derived from customer interactions - both internal and external.
- Continuously read the market and the competition to push internal performance benchmarks as a static benchmark is often a sign of stagnation.
- Review any information presented or shared in the context of a larger business strategy. i.e., ask new questions, interpret data in new ways and resolve to look into the results of the data analysis with fresh perspectives.
- Recognize the new value streams of innovation of revenue that can be brought into the business. This is critical for a business to sustain, thrive, expand and grow.
- Appreciate thought leadership - what does it take to be a visionary, a change agent, life-long learner and an effective communicator?

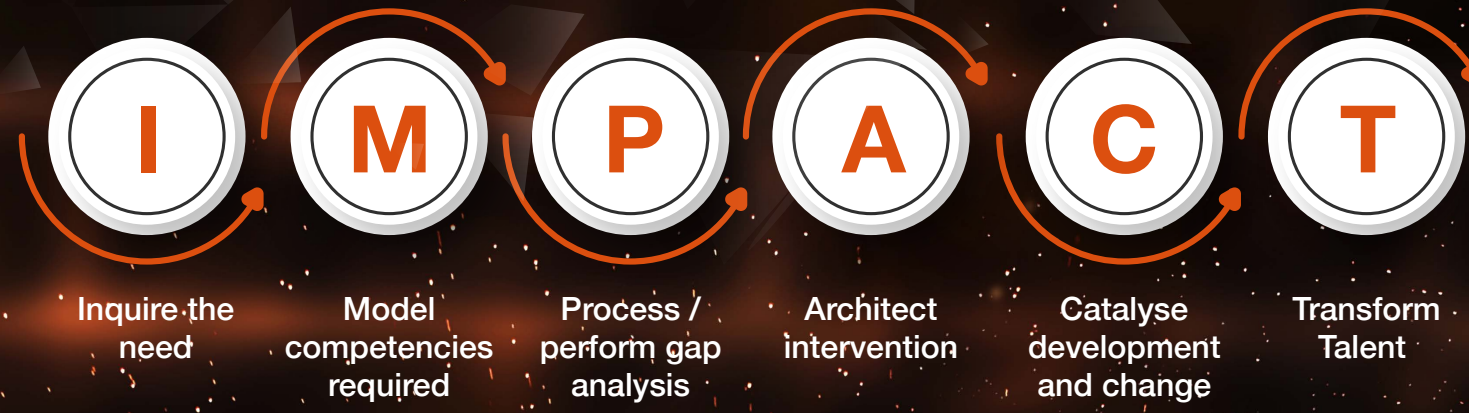


We believe that programs that are thoughtfully designed to have a blend of the “Why” and the “How” will truly transform the workforce. “Why” is about the outcomes, which is not merely a skill imparted but a holistic transformation of the workforce, and the “How” is about the most efficient way to produce those outcomes. For long, corporate trainings have worked under the narrow assumption that a skill can be imparted without a transformation of the personality, which, in our studied opinion, is a fallacious approach. If a person wants to become a 100-meter sprinter, the trainee needs to start thinking and behaving like an athlete. The mental make-up must change, and we believe, this is true of all fields of human activity.

Therefore, one of the key objectives of our solutioning is that we do not limit the goal of any learning design to just building the required “skills” and “competencies”. Our programs are **designed to build capabilities for a specific role**, which can include the ability to collaborate, face opposing arguments, ability to learn, develop perspectives, reconcile conflicts, ability to take a stand, adapt to change, nurture excellence, create value and drive change. We call these traits as Transformative Competencies, **and without these seminal competencies, talent cannot be transformed.**

The framework we have evolved at StackRoute includes the necessary elements to view holistic talent transformation. We begin the transformation process by performing an in-depth analysis of business needs, and then tailor a learning intervention that meet the needs (IMPACT). At the same time, it also provides the flexibility to architect the learning intervention based on the gap analysis already identified and track through to program completion (ACT).

Such learning interventions can happen at the business unit level or at the level of the organization. The interventions are implemented using program charters, change management, and tracking the intervention to completion enabling talent transformation. The acronym IMPACT captures the essence of this process:



The next section presents a few select case studies, highlighting the work we have done in digital skilling and middle level technical leadership initiatives. Each one of the case studies in the following section is the result of deep engagement with our clients following the model of IMPACT.





Case studies of outcome driven, custom designed interventions

Case 1: Analytics Deep Skilling for Retail

- **Audience:** Data analysts, Data engineers, Project Managers with an average work experience of 15 years
- **Talent Transformation:** The program enabled the learners to use appropriate models of analysis, examine the quality of inputs, and derive insights. In addition, the program also enabled the ability to look deeply into the aspect of “why” behind their data strategy, and communicate the results using data story telling methods to appropriate audience.
- **Focus Areas:** Python, Hadoop, Spark, Pydash, Tableau, ML
- **Highlights:** The engagement commenced with processing the gap analysis – an extensive calibration across skill sets and tool sets required as pre-requisites for the program. Supported by mentoring and periodic reviews, the intervention culminated with learners introspecting on open ended problems from various retail functions like Merchandising, Strategy and Customer experience management.

Case 2: Redefining customer engagement for HealthTech

- **Audience:** Enterprise Architects with an average work experience of 15 years
- **Talent Transformation:** The program helped build a consulting mindset to drive strategic thinking and to enable the shift from technology implementation requirements elicitation to business impact-oriented information elicitation.
- **Focus Areas:** Customer centricity, Information Elicitation using Appreciative Inquiry, Strategic Thinking, Problem-Solution fit
- **Highlights:** The program was developed and implemented to support a major change within the organization following acquisitions. Immersive workshops and contextualized case studies helped drive the design and the program culminated with individual cases that demonstrated “redefined customer engagement”.

Case 3: Building an Automation pipeline for HealthTech

- **Audience:** Financial Analysts, Tech Leads with an average work experience of 12 years
- **Talent Transformation:** Shift of mindset from “awaiting automation initiatives” to “discover” and “drive” automation initiatives. The program enabled the ability to discover process automation pipeline, leverage financial analysis, collaborate with stakeholders and track programs to success.
- **Focus Areas:** Automation pipeline to business case, Financial Analysis, Strategic data analysis toolkit and Automation Program Design, Collaboration with Stakeholders
- **Highlights:** The program helped build a healthy pipeline of automation initiatives for process improvement. This also set the stage for citizen automotive initiatives for the organization.

Case 4: Digital Deep Skilling for Health care managed services

- **Audience:** Software engineers with a work experience of 5 – 8 years
- **Talent Transformation:** The program enabled software professionals to contribute in digital transformation initiatives. The program helped the software professionals build better solutions to reduce cost and improve service delivery.
- **Focus Areas:** ETL, Big data, Java full stack, Mainframes and Test automation
- **Highlights:** The experiential learning model challenged the learners with non-trivial assignments, ensured review and refactor of codes for smells and functional correctness, and deliberate practise.

Case 5: Full Stack for Insurance

- **Audience:** Fresh hires – Engineering graduates
- **Talent Transformation:** The learning intervention helped build a high potential full stack digital engineering team. Following the intervention, the team was able to embark on a large-scale application modernization journey to support key business processes and for improved customer service.
- **Focus Areas:** Java full stack - react js and spring based micro services
- **Highlights:** The immersive full-time intervention was focused on building the ability to solve real world problems in a simulated project environment. In addition to the tools and techniques, focus on best practices, discussions on the choice of tech stacks coupled with professional competencies such as communication and collaboration helped the fresh hires transition well to the corporate environment.

Case 6: Business Partnering skills for Financial Services

- **Audience:** Directors, VPs and above managing back office operations with an average work experience of 15 years
- **Talent Transformation:** The program helped build the mindset of a business partner to rethink how support functions must operate to create new value streams for the organization. The program was delivered in three phases – building the ability to define the opportunity and set the competitive strategy; the ability to build capabilities and capacities in order to meet the future business needs; and strengthening the engagement with business partners to help win new opportunities.
- **Focus Areas:** Business Acumen, Tech Acumen, Strategic Thinking, and Consulting Skills.
- **Highlights:** The success of the intervention was clearly demonstrated by the learners by their in-depth understanding of the market needs and industry landscape, in their ability to seek and leverage opportunities to expand, differentiate and promote team capability to deliver excellence.

Looking ahead

Irrespective of the nature of approaches or the types of interventions (reskilling or upskilling or competence building initiatives), we build learning designs that focus on building capabilities and foster innovative thinking. At StackRoute, we observe, recognize, explore and challenge our delivery methods and our own abilities as the pace of change warrants. We take every change and disruption as a wake-up call for each of us individually and as an organization on our learnability and adaptability to new trends in the environment. As a result of looking in, looking out, benchmarking ourselves against world-class education delivery models and constantly looking to improve ourselves, we set out the learning design process with an array of questions (not exhaustive).

- How can we enhance and channelize mind-sets, behaviours, attitudes, tools and methods to create impactful solutions to complex problems?
- What are the mind-sets and behaviours essential to innovation, and how can they be brought out and applied in practice?
- What learning methods can help the learners unleash their true potential?
- What kind of learning designs will help challenge existing mental models and ways of working?
- How can learning designs bring about an experience that leave the learners motivated to pursue further learning?

Please join us in an extended dialogue about learning interventions – designs and delivery methods. We would love to hear your thoughts on what is missing, how we might further refine our understanding of talent transformation. Together, we believe we can reimagine learning and revitalize talent required for GCCs.



About the Authors



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Bimaljeet Singh Bhasin,

President
NIIT Limited

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GCCs in India are going through massive transformation, specifically on 2 dimensions. Firstly, their work is becoming more strategic, innovation driven and value adding on key business metrics of the parent organization. Secondly, GCCs in India are now becoming closer and impacting the end customer of parent organization through development of tech platforms and apps which impact customer journeys and experience or Analytics which impacts critical customer touch points. A combination of these 2 significant changes makes it very important for GCCs to drive significant mindset and skillset expansion and repurpose their workforce in alignment with the overall transformation. Nurturing talent is and will be one of the critical challenges faced by GCCs face. GCC organizations must create a roadmap to ensure that talent is unequivocal differentiator for them.

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Austin Thomas,

Director, Global Training and

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There is no doubt that India is a leader in Tech and BPM for companies for over twenty years now. Tholons Services Globalization Index (TSGI) has ranked India as the No.1 outsourcing destination for 4 years in a row. However, there is a significant threat on the horizon. What we are seeing today is companies moving their innovation hubs to places like Brazil, Mexico and Argentina to name a few. This pattern is even seen in several Indian companies starting incubation centers employing 5000+ staff in these emerging geographies. Why is this happening? The industry is moving away from single source models for critical and niche roles. It mitigates risk by spreading across different geographies where every center is capable of replacing one other should they fail to perform. The performing center grows, the rest eventually shrink.

So, the question really is how do we maintain our competitive edge and continue to stand high above the competition? This is where the transformation roadmap you have charted out can play a pivotal role. Learning programs that change the ‘mental make-up’, designed to build capabilities for a specific role, instead of just skills and competencies can go a long way in preparing our talent for emerging challenges, keep them in an always learning and evolving mode. Organizations quick to adopt this concept of re-imagined learning will adapt to new trends quicker and outperform their competition.

