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Making our Mark

# U&I

The **InspireOne** Newsletter

■ VOL 2 ISSUE 3 ■■ jan 2013 - feb 2013

# BREAKING THE PRODUCTIVITY BARRIER



# From the Editor's Desk

EDITORIAL

COVER STORY

CAE STUDY

FEATURE

PRODUCT

GALLERY

## InspireWire: What's new at InspireOne?



IBM announced the closing of its acquisition of Kenexa on 4

December 2012. The combined strengths of IBM and Kenexa provide organizations with unique capabilities that allow them to increase workforce efficiencies and gain insight from their business information.

"By creating a smarter workforce, employees can drive innovation to bring products and services to market faster, resolve problems before they arise to improve customer service, and increase sales by building new skills - linking the right experts to the right clients," said Alistair Rennie, general manager, social business, IBM.

### TMI India "MAKES ITS MARK" yet again globally!



A significant and glorious milestone for the Indian Team during the TMI-TACK World Congress at Kuala Lumpur, 2012: Ms. Neeta Mohla, Joint Managing Director, InspireOne was honoured with the 'TMI Friendship Award'. This award is given to acknowledge outstanding contribution to building and strengthening the TMI ONE Community.

For more details of the World Congress, turn to Page 11.

*"Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning, and focused effort."*

by Paul J. Meyer

Dear Friends,

As we step into 2013, we observe that organizations across industries are witnessing significant market transitions which are changing the way they do business. The drive to achieve high performance through sustained top-line and bottom line growth is dominating the strategic agenda of most global companies. This has placed an even more intense focus on the productivity of organizations. The global drop in productivity at the start of 2012, paired with a slowdown in profits, may be prompting this intense focus. Considering the fact that curbing costs is no longer a sufficient route to higher productivity, organizations are now focusing at productivity enhancement through more strategic routes.

Doing more with fewer resources continues to be a dynamic that is not likely to change anytime soon. However, Organizations that have tried to prize productivity by just trying to get more out of each employee also have had to take a serious relook at that strategy, given the fallout in terms of rampant burn out and high attrition.

What this now means is that organizations that are able to look at multiple, more strategic and sustainable drivers or levers of productivity would be the winners in the long run.

This edition of the U&I explores some of these drivers / levers of productivity basis our experience with clients and also globally emerging trends:

- Identification and Elimination of Low Hanging Fruit Non Value Add activities in all processes.
- Sales Productivity - ensuring that organizations hire people with the highest propensity and potential for being great sales people and targeted development of Key Account Managers to ensure that the Pareto's principle is in play for Higher Value clients.
- The role that leadership teams play in driving productivity. Leaders inspiring people to strive for more; setting benchmarking for continuous improvement.

These levers have been presented through actual client case studies and also some research based products and tools. We do hope that this edition of U&I is instrumental in giving direction or depth to your efforts in the movement called productivity enhancement.

Let us know your opinion by sending your thoughts to [info@inspireone.in](mailto:info@inspireone.in). Happy Reading!

We are a leading HR training and consulting firm of the country, part of the three global networks: TMI Global, Kenexa, and TACK, UK. As InspireOne, our value proposition lies in synthesizing the world's best know-how to provide you with the most apt solution for your need across areas: Performance Enhancement, Customer Service, Organizational Development, Leadership Assessment and Development, Sales and Sales Management. As our name suggests, we believe real progress does not happen unless people's hearts are inspired. Our brand promise lies in engaging minds with hearts to ensure change occurs and is sustainable.



Be Inspired. InspireOne

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U&I

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# Identifying and eliminating non value adding efforts across all processes

## A KEY LEVER FOR ENHANCING PRODUCTIVITY

A Multinational FMCG company experienced huge growth for a few years in a row and expected the growth trends to continue basis market conditions, strength of its core product line and the introduction of new product lines. Attaining these growth rates in a highly volatile market vis-à-vis competition and customers, had embedded certain strong cultural nuances in terms of the way people worked.

High focus on flexibility and nimble responsiveness, high need for creativity to remain in the mind space of the customer and to live the value of innovation, focus on multiple key areas across all levels and maintaining a globally competitive position, global mandate of being a lean organisation..all this led to great results but also created a relentless pressure cooker like environment.

While there was a huge sense of pride and accomplishment for all the numerous feats in terms of market share and revenue, the cracks also began to appear in terms of burn out, attrition at some levels, and new people unable to get suitably assimilated to the environment.

There were some people who felt that if you could not work in this environment then maybe you should not

be here, but many others felt that this way of working would not be sustainable. So while the execution focus was very high there were multiple agenda and priorities that needed to be executed – this led to the feeling of being on a treadmill all the time.

Amongst the leadership team, specially the proponents of Organisation Capability, the belief that was taking root was that for making these growth rates to be sustainable some sense of “Planfullness”, “room for strategic thinking” and “considered prioritization” would be the way to go. It was however not an easy shift of gears to make. The global mandate required “India” as a division to show the rest of the countries the way forward. This is where the growth was, so India could not afford to shift gears!

The challenge therefore was “to enhance productivity while creating a sense of work life balance.”

True to its spirit of taking the bull by its horns the company decided to address these issues with alacrity. InspireOne was mandated to conduct a detailed diagnostic exercise to identify levers and barriers to productivity and the solution roadmap.

### The Current State

### The Desired State

Now	To (future)
Unbridled passion for the company and the work	Unbridled passion for the company and the work
Focus on result	Focus on result
Blurred balance between ambition and reality	Conscious and consistent focus on creating the balance
Too many initiatives - no or blurred clarity on priorities	Clear focus on fewer BIGGER BETTER Priorities
Constant here and Now crisis mode	Long Term Focus - balancing the short term & long term
Time being spent on transactional Issues	Time being spent on process improvements
Low value for time and respect for self or other's time leading to inefficiencies and constant crisis	Respect for time and using it judiciously more and more in alignment with the goals

What followed was an intervention that spanned 3 years (2010-2012) and impacted various cultural pillars.

**Signals:** from the leadership team via 5 COMMANDMENTS and aligned behaviors.

**Skills:** Organisation wide planning skills and best practices to plan in a more prioritized and aligned way. Sensitizing and equipping managers across levels to display Inclusive, Coaching, Appreciative, Respectful and Empathetic behaviors to sustainably impact productivity of their teams (ICARE).

**Systems and Processes:** to identify and eliminate NON VALUE ADD activities in processes across functions.

## Solution Overview

2010 Enhancing Productivity through Organization wide workshops

2011 Icare: Enabling Managers

2012 Non Value Add Elimination from key processes

### 2010

#### Enhancing Productivity- Organization wide planning and prioritization skills and best practices

- Leadership commitment by way of 5 commandments
- Organization wide Best Practices
  - Red / Green Hour
  - Monthly Planning
  - MS Outlook for planning
  - Organization wide Individual Learning plans

### 2011

#### Facilitating and Enabling productivity through managers

- SCOPE : Approximately 500 managers across levels including all Executive Committee members
- APPROACH: Individual START, STOP, CONTINUE behaviors for icare Leadership team commitments
- OUTCOME Value Add elimination: Waste identification and elimination from key processes, to enhance people productivity and impact Work Life Balance

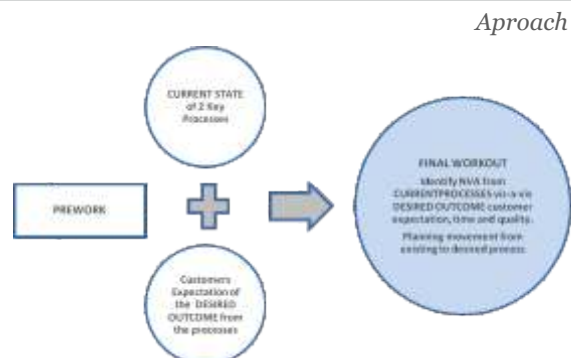
The challenge was to design a process that would not be cumbersome and time consuming and “yet another thing to be done”. It had to be simple, quick and effective. The results had to be instantaneous for people to have credibility in the process. So a conscious decision was taken not to use the more established process improvement processes which would necessitate huge time spend and would take time to show impact. It was agreed that the focus was not to reengineer processes but just to identify “LOW HANGING FRUIT” in terms of Non Value Add and eliminate that. The process that was designed was as follows:

### 2012

#### Non Value Add Elimination – Key Processes

##### OBJECTIVE

Reduction of at least 10% of the total time being spent on the process currently by identification of redundancies / inefficiencies in the process



##### IMPACT

- Minimum reduction of 20% time spent on each process identified
- Streaming Process Outputs to ensure more focused process inputs
- Alignment and consolidation of efforts across stakeholders leading to elimination of duplication
- Elimination of redundant activities and sub processes
- “Follow Up” culture getting minimized and accountability getting sharply defined
- Time spent moving from non value add to value add areas across levels.

# Improving Sales Productivity

The cost of selling has increased significantly over the decade. Increasing the sales person's effectiveness during an interaction continues to be a major management task. In this article we suggest 3 sales management activities that enable sales people to work smarter and in turn improve their sales productivity.

A recent client that InspireOne | TACK worked with last year –One of India's Leading HR & Recruitment Consultants had a target of increasing the market acquisition to three times the current level. To achieve this target, the senior leadership decided to up-skill the Practice Heads (60 seasoned business development leaders) on advanced selling and account management skills and the Client Managers (60 Mid Level client relationship managers) on account management skills.

InspireOne | TACK conducted extensive diagnostics to understand the key issues faced by the target audience, and developed a customized solution using the advanced version of its globally acclaimed PRO-PAYBACK Selling program for the Practice Heads, and the Key Account Development program for the Client Managers.

The detailed diagnosis brought the following to light:

- Planning seemed a monotonous chore and was seen as limited value. (This almost guarantees that the selling process will be less effective and less efficient than it could be.)
- Both the teams were over-allocating their time and resources to accounts that have little or no growth potential.
- An absence of a coordinated strategy for acquiring, growing, and retaining accounts.

Sales growth being one of the client's primary objectives, the solution ensured they dedicated their time and resources to accounts with the greatest growth potential. The solution hinged on smarter and better allocation of selling time and resources. Increasing sales & sales productivity through planning tools was the essence of our approach.

Hence instead of working harder, longer hours, increasing the number of sales calls, or commuting, TACK's approach reduced the number of calls resulting in freed-up time to more productive activities or accounts.

**Through the entire solution, there were 3 key elements of sales management which emerged as the pillars that supported the sales team to become more effective:**

## Account Potential

Estimating account potential is the foundation of strategic account planning. This can be sales potential, or profit potential, or both.

What are the criteria for how "attractive" the accounts are i.e. the business/account potential?

- Is the segment or account worth developing? E.g. profitability, segment growth.
- The strength of position we have with these accounts. E.g. low competition/great relationship.
- Is our strategic/selection of key accounts objective?

The above analysis helped the sales team to prioritise their time/resources. It helped them to answer the questions– could some of the accounts be handled another way or by other people? Once they set the criteria it allowed them to make decisions about the level of attention they pay to their account portfolio.

Once this analysis is done, account potential which is unrealized is what they were after. Estimating account potential is a fairly long process especially if one has as many as 50-75 such accounts. We started the process for them during the training program and it took them and the supervisors, considerable research to get enough information to be able to assess their true potential. This is the hard work and process adherence in sales.

## Mapping the Decision Making Process

Mapping the Decision Making Process - Getting a favourable decision, even a small one, can be a long and difficult task for sales people managing key accounts. It is rarely a single person in the target company who makes the decision to take on a product or service. In over 75% of the cases, there are at least three people in the decision making process. It is important to realise that even when you have thoroughly convinced the person you have been talking to, your job may well not be complete. Who else is involved?

Each key account a sales person deals with will have its



own unique decision making process. Not only the number of people, but their personalities, their business relationships with each other and their influence over the decision will differ. In some accounts there may be just one or two people, in others there could be ten or more. It is imperative that sales people find out who the decision-makers and influencers are.

To identify the decision making process the target audience was educated to consider the separate elements that make up the full decision. They identified people where it was important to develop relationships with these influencers to help ensure success. Tools to map the decision makers and influencers were shared and became a part of their sales person/leader relationship management process.

### Categorizing Customers

A large body of research shows that better relationships are achieved when sales people adjust their communication style so that it is congruent to the style of the person with whom they are interacting. It also suggests that high performance occurs through accurately classifying customers and adjusting one's natural predominant style. The client's sales team was trained on how to make appropriate adjustments in their sales behaviour to bring their communication style in line with customer's style using a Communication profiler tool that better categorizes customers into 4 basic patterns of behaviour or communication/social styles. This enabled them to build better relationships, trust and rapport with the customer to realize the account's potential.

Development is only worth the investment if you see results on your bottom line. Post the training workshops InspireOne worked with the client on an Integration Plan to ensure that the learning was taken back to the work place and implemented as part of the sales management process:

- InspireOne established a post assessment mechanism and knowledge test to calculate the skill development in the Practice Heads and Account managers.
- Post the workshop the client managers worked on a detailed plan for each of their key accounts, the final outline was signed off by their supervisors.
- Field Coaching templates were shared with the practice heads to monitor and review activities and results of the Client Managers.
- Half a day supervisory alignment workshop to drive the implementation of the workshop learning during a Board Meeting which focused on:
  - How to maximise the impact of the intervention (The SLT did the Start, Stop, Continue activity to identify the key tasks each would undertake to achieve the above.)
  - A presentation by InspireOne outlining the support required from the SLT to mobilize the learning, review and reward the good behaviour, create a culture where process adherence is appreciated as much as the outcomes are.



# How Leaders Can Gain Competitive Advantage Through Employee Engagement

By Jack W. Wiley, Ph.d, Kenexa® High Performance Institute

Charles de Gaulle, the French general and statesman, emphasized the value of a military leader when he said: “Men are of no importance. What counts is who commands.” Things are very different in today’s organizations. Every leader now has to acknowledge that employees are actually of the utmost importance in the organization’s pursuit of its goals.

The best leaders understand that **when employees are engaged, productivity, performance and customer satisfaction all improve because employees become more motivated to contribute to the organization’s success** and more willing to put in extra effort to accomplish tasks that are central to the corporate goals.

Our research shows that leaders themselves have a significant impact on whether or not employees will be engaged. Much of this comes down to behavior. If you’re a leader and you want to improve the level of engagement in your organization, then you should...

- Try to *provide* interesting and exciting work. Employees need to feel pride in what is being accomplished and share in the excitement when

goals are achieved. The more they feel they are in control of their work, the more likely they are to demonstrate a high level of engagement.

- *Show respect* and recognize employees for their contributions. Employee recognition is a critical component of achieving higher levels of engagement. People like to be appreciated, acknowledged and respected. They also like to know that their opinions are valued.
- *Be visible* to employees and “talk the talk.” How you “show up” to work is extremely important. Communicate clearly and let them know what is expected of them. Make sure your nonverbal communication is transparent.
- *Encourage* upward communication. Create opportunities for dialogue with lower-level managers and employees. Their ideas and input will be well worth the effort invested.
- *Tell the truth* about the current state of affairs. Great leaders inspire trust by being truthful. Creating a culture of candor—even when it is not easy—is important. Have integrity in what you say and do.
- *Inspire confidence* in the future of the organization. Doing “more with less” is a reality in many organizations. If you’ve experienced cutbacks or downsizing, you’ll have to motivate the remaining employees to perform at their best. Try to minimize uncertainty.
- *Nurturing* a motivated workforce in challenging economic times is not easy. When the going gets tough, employees become anxious and fearful for their future. Here, they’ll take their cue from the organization’s leaders. How you communicate and whether your actions align with your words will send a strong signal to employees.

*By understanding what fundamentally drives employee engagement, every leader can begin to shape and reinforce their practices and behavior. This is a fundamental step in creating a high-achieving workforce.*



## Perceptions of Leadership Effectiveness

Employees will subconsciously ask five questions of any leader—the answers to which will determine whether they see that leader as effective:

- *Can this person clearly communicate where the organization is headed?*
- *Can they handle the organization's challenges?*
- *Are they committed to delivering high-quality products and services?*
- *Do they believe that employees are important to the organization's success?*
- *Do I have confidence in their overall capabilities?*

These questions are important because our research shows that employees who perceive their leaders as effective have an engagement level that is three-to-five times higher than those who feel their leaders are ineffective.

### To be seen as an effective leader, you should...

- Demonstrate a sense of urgency. Respond quickly to operational challenges and competitive threats and stay abreast of any trends that are driving or disrupting change.
- Be committed to things that matter in the organization. Recognize the value of providing a high quality service. Support employee development initiatives and involve employees in decisions that affect them. If you're committed to being the best, you will inspire employees to achieve the same goal.
- Be trustworthy, show integrity and communicate

truthfully. Regular two-way communication is essential. Remember, actions speak louder than words.

- Be conscious of the need to appeal to a diverse set of stakeholders. Show a real interest in employees, customers, suppliers and business partners—not just the financial stakeholders of the business.
- Tell others what you expect from them. When employees understand how they are expected to focus their time and energy, they're more likely to achieve the desired results. Having a strong monitoring and feedback mechanism to measure results is also important to help employees understand where they need to make adjustments.

Employee engagement is a means to an end. That is, organizations that want to drive high levels of business success need motivated and engaged employees to get there. To instill higher levels of engagement, leaders need to be very aware of the impact of their own behavior.

The real question for leaders is how much competitive advantage can you gain by improving employee engagement in your organization? Because when your employees are engaged, they won't just perform, they'll go the extra mile for you. The pay-off of increasing their morale and productivity is not just reduced absenteeism. Get it right and you'll see improvements in employee retention, service quality, customer satisfaction and, crucially, in the bottom line financial performance of your organization.

## Building a Smarter Workforce

A revolutionary way to think about business and your workforce.

“Smarter Workforce is an incredibly powerful notion that has been created from the fusion of Kenexa and IBM. Together we have created a unique offering available to enterprises of all kinds that allows HR software, tremendous levels of data and world class services to come together for the benefit of our clients, in order to create highly configurable systems, solutions and outcomes that can drive productivity in an enterprise. The benefits for that are also for the employee because in these methodologies that we use, we create a more engaged workforce.

*Rudy Karsan , CEO Kenexa, an IBM company*



Learn more about The Smarter Workforce at [www.kenexa.com](http://www.kenexa.com)



# Sales Force Development - Is it Training?

What is Sales Force Development all about? Sales training? Coaching? Sales Force Automation? Sales Selection? Sales Assessments? Compensation? Incentives? Performance? Sales Management Effectiveness? Mapping the Sales Process? Documentation? Having a Play Book? More?

While it's all of those things and more, its primary focus is the company's strategies for growing sales, whether they are the right strategies, whether sales management is aligned on those strategies, and whether the sales force can execute those strategies.

A sales force evaluation that looks at the people, systems, processes and strategies, provides the answer to those questions and a whole lot more. In addition to identifying the issues to be addressed, it can provide the lion's share of the content for a sales plan.

Development begins with mapping out an effective sales process. That is followed by the development of the sales management team so they can support the salespeople who must execute the strategies.

In most companies, a third of the sales force is less than desirable so an improved sales selection process comes next, utilized to hire salespeople who will more effectively execute the strategies.

Sales Training, the most popular component of an integrated sales force development initiative, is used to develop those salespeople who can't yet execute the strategies. Sales managers, a few months ahead of the curve, should now be able to effectively coach their salespeople to reinforce the training.

Compensation and Incentives can be used to target the behaviors and activities that must change, influencing salespeople to execute the strategies. Then, the appropriate systems and processes must be put in place to support the sales force's mission. Finally, the most important component and the one that most

companies do poorly, is accountability: holding every salesperson accountable to something measurable, every day of the week.

Sales Force Development is an integrated approach to organically and systematically growing sales, by improving the people, systems and strategies that impact sales performance.

Many companies fail to work on any of the components of sales force development. Some companies see strategy as key and continue to change their strategies when one after another fails. Ironically, the strategies fail only when there isn't alignment and the people can't execute the new strategy. Many companies provide sales training but fail to provide it in the context of the strategies, and before the strategies, sales management, systems and processes have been fortified. Some companies see compensation as the key, failing to provide their people with the skills and tools to take advantage.

When integrated Sales Force Development is utilized, companies will see a dramatic improvement in effort, urgency, consistency and results. When integrated Sales Force Development is embraced, companies will see an improvement in morale, retention and selection. When Integrated Sales Force Development has been made a part of the company's culture, sales and profits will sky rocket.

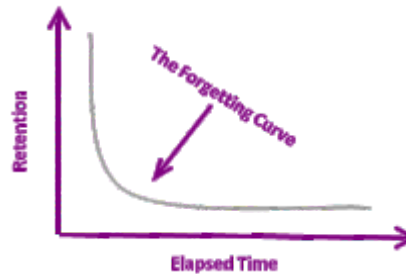
© Copyright 2007 Objective Management Group, Inc. (c) Copyright 2013 Dave Kurlan  
Dave Kurlan is a top-rated speaker, best-selling author, sales thought leader and highly regarded sales development expert.

**InspireOne** is partnered with **Objective Management Group** and represents them in India. OMG continues to pioneer the Sales Assessment Industry by providing crucial insights to maximize sales performance in companies of all sizes and from all industries. For more details, please contact Kartik Mohla at [kartik@inspireone.in](mailto:kartik@inspireone.in)



# SUPERNOVA<sup>®</sup>

## THE ACTION ACCELERATOR TOOL



### The Challenge

Organizations and individuals continue to face challenges in embedding their learning post the development activity. Research shows that development does not happen as expected because the application of learning does not take place over a sustained period of time.

Powered by InspireOne, Supernova has been designed specifically keeping these challenges in mind, **to ensure that application of learning takes place on a real time basis.** As an online platform with three distinct user functions (Participant, Line Manager & Learning & Development), Supernova harnesses the effective workflow of the Internet and integrates this with a user's daily work schedule to ensure a constant and steady approach towards development.

The name reflects our belief that development occurs at various stages, which if realized effectively, can enable us to discover powerful and inspirational observations about ourselves. The resulting inspiration from such discoveries can be likened to a rare astronomical observation...

...such as a *Supernova*.

#### Provides

- ✓ Participants with an easy to use facility to manage and stay on top of their learning and development focus areas
- ✓ Line Managers with an access towards the development progress of their direct reports to facilitate better on-the-job development inputs
- ✓ The Learning & Development executives with a clear view on the progress of various L&D initiatives and on the progress for each participants within those.

#### Outcomes

- ✓ Embedding learning in real time workplace scenarios
- ✓ Better informed decision making on future investments in L&D initiatives
- ✓ Closer linkage between the success (and areas of improvement) of L&D initiatives with business outcomes

### Some of our Clients

#### Leading Global Media Conglomerate

As part of the Company's Development initiative for their first time leaders over a period of 5 to 6 months

#### Leading Indian Life Insurance Organization

As part of an Executive Coaching engagement with Business Heads over a period of 6 months

#### Leading Indian Life Insurance Organization

As part of the Organization's Leadership Development initiative for over 100 senior leaders and 20 High Potentials

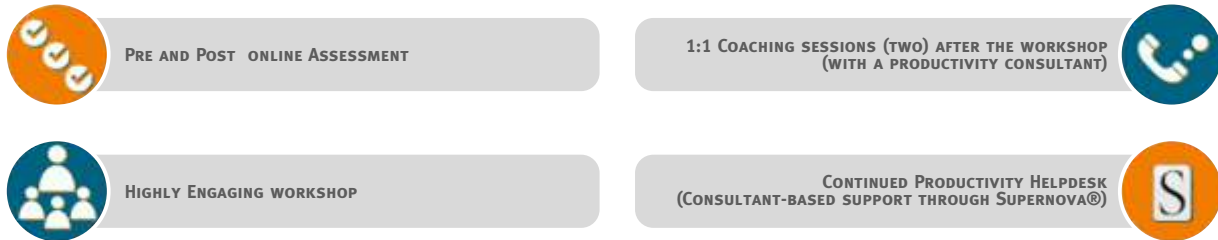
#### Leading European IT Services Organization

As part of the Organization's Leadership Development initiative for 15 senior managers and assistant directors

*The Supernova Tool has been recently launched and is already being used by over 250 professionals. It has received interest and usage not only in India but globally as well.*

## MANAGE TIME. MANAGE RESULTS.

For the first time in India, InspireOne|TMI launches its signature “RESULT MANAGER™” that comprises:



POWERED BY SUPERNOVA®

### HOW WILL THIS HELP IMPACT PRODUCTIVITY?

Productivity has many levers but at its core it is a people issue. Individual and organizational behaviors drive productivity and change in behaviors happens over a period of time through persistent efforts and sustenance mechanisms. The InspireOne|TMI Result Manager™ helps enable the ‘persistence’ in efforts and sustenance. It is about:

- Building clarity in our vision and goals
- Choices that individuals make about the things on which time should be spent
- Building bridges between long-term goals and everyday actions
- Daily work habits
- Defining and measuring productivity for each individual

### PARTICIPANT TOOLKIT

- Pre and Post measures on the Personal Productivity Meter™
- Ms Outlook Planning manual for 2007/2010
- 3 month access to Supernova® – Your personal development navigator (including your personal journey report)
- Your Personal Productivity Companion – a Daruma Doll

### TARGET AUDIENCE

- Individual contributors with at least 3-4 years of work experience
- People in mid- mid senior level managerial and leadership positions

Embark on the Result Manager™ to create a productivity landmark in your life.

### RESULT MANAGER™ - AN INDIVIDUAL PRODUCTIVITY JOURNEY POWERED BY SUPERNOVA®

PRE MEASUREMENT ONLINE	WORKSHOP	SUSTENANCE	POST MEASUREMENT ONLINE
WEEK 1	WEEK 2	WEEK 3 TO 12	WEEK 12
Comprehensive Individual Reports: Personal Performance Audit™ My Time Management Style™ My Time Log	1 or 2 day workshop “Enhancing Personal Productivity” based on the TMI hallmark Time and Performance Manager Program Planning tool – MS Outlook 2007/2010	Two 1:1 coaching sessions for upto 45 minutes each. (telephonic / TMI office) Productivity Helpdesk (Consultant-based support through Supernova®) Personalized content, based on your specific development journey	Comprehensive Individual Reports: Personal Performance Audit™ My Time Management Style™ My Time Log

# Making Our Mark

## World Congress 2012, Kuala Lumpur

Making Our Mark – the TMI and TACK world congress is an annual global event for all TMI and TACK partners (over a 100 consultants from over 50 countries) to convene together for:

- Cascading of New Product Developments through boot camps
- Sharing Client Success stories – clients as invitees talk about their success experiences with TMI / TACK.
- Witnessing Global thought leaders in action



This hallmark event is one of our major platforms to leverage our diversity and capitalize on developments throughout our international Network.

This year's World Congress was aptly themed "Making Our Mark" and over 8 days showcased sharing of insights, expertise and know-how and developed core skills to provide best in class service to our clients across the world.

## Major Highlights of 2012

### Products

#### Service Academy

TMI Germany shared a unique process around creating top management focus on customer service and uplifting the competence of managers to effectively lead the customer service activities and deliver to the organisation's promise to its customers. A huge success story of this process involved more than 2,200 managers of Deutsche Telekom in a stunningly successful long-term project.

#### Change Management

Simon Horan of TMI HQ shared with the team a newly developed TMI offering in the area of Change Management. An offering that is based on TMI's global association with Kotter International (founded and owned by John Kotter, the renowned Harvard University Professor).

### Methodology of the Future

#### Virtual Instructor Led Training

Jim Recker, a global master in vILT, shared the international best practice in this field. The session focused on areas like high engagement between instructor and participants, active learning, active feedback, assessing competence and addressing different learning methods using technology.



## Thought leadership in achieving world class results through people, service and sales - asia-pacific conference

A unique power packed one day seminar: with 10 World Class minds including: Acclaimed, international speakers like Ron Kaufman and others from Malaysia, USA, Australia, Netherlands, Singapore, Hong Kong and the UK. 5 best-selling authors and Practical lessons from leaders who have created world class service and sales results in Malaysia, USA, Europe and Australia.

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