

## IDENTIFICATION & DEVELOPMENT OF HIGH- POTENTIALS AT BLUESTAR



### ABOUT

Bluestar, a leader in air conditioning and commercial refrigeration, delivers innovative, energy-efficient cooling solutions. With a strong legacy, Bluestar ensures comfort and reliability for homes and businesses through cutting-edge technology.

### THE CHALLENGE

When key leaders in an organization depart or retire, there is a great risk of disruption and instability. With a robust succession planning in place, organizations can easily counter this risk. Hence, the need for this intervention emerged out of a pressing organizational requirement: to

strengthen leadership succession planning and talent development.

Bluestar partnered with InspireOne to improve their talent pipeline by proactively mitigating risks associated with leadership vacancies by developing a group of adept successors primed to

step into pivotal roles. Moreover, by expediting the growth of select High Potentials (HiPos) in the Grade M4-M6 range, Bluestar aimed to address the urgent requirement for accelerated leadership development.

### CASE STUDY

#### **SOLUTION HIGHLIGHTS AND ACHIEVEMENTS**

**25 High-Potentials**  
identified and trained

**8 Days**  
of workshops

**4 Rounds of Group  
Coaching**  
in groups of 4 for support in  
individual projects

**4 Gamified Learning  
Modules**  
to increase retention of core  
concepts

**2 Sessions with External  
Business Leaders**  
to gain insight into diverse  
perspectives

**59% increase in scores on  
core competencies**

## THE SOLUTION

Following a tendering process, InspireOne was selected as the best fit with the experience to meet Bluestar's requirements. After meeting with key stakeholders to understand the need in greater depth, InspireOne proposed a structured and comprehensive assessment and development centre approach to identify and develop high-potentials.

### Phase 1: Assessment Centre

*Step 1:* Identification of Leaders with a 2-year tenure who demonstrated exceptional effectiveness, and were recommended by their department heads (a pool of 133).

*Step 2:* Inviting of applications from the narrowed-down pool of 100 potential leaders.

*Step 3:* Conducting of a nature assessment, "Leadership Perspectives", for the participating 70 individuals.

(Leadership Perspectives is a broad range occupational personality inventory used in selection and development)

*Step 4:* Selection of the top 50 participants, based on the outcomes of the nature assessment.

*Step 5:* Engaging of InspireOne consultants to conduct Behavioral Event Interviews (BEIs), in which each leader was meticulously evaluated and positioned within a capability and capacity matrix, which helped identify the final 25 participants for the development journey.

### Phase 2: Development Centre

InspireOne collaborated with Bluestar to design a development journey comprising the following key elements:

- *Personal feedback on BEIs:* Each leader received personalized feedback on their performance in Behavior Event Interviews (BEIs), offering insights into their strengths and areas for growth, thus facilitating targeted development.

- *Group learning workshops:* Themes were addressed, encompassing customer centricity and innovation, strategic thinking, influencing, delegation, performance conversations, increasing motivation through recognition, collaboration, and inclusivity.
- *Individual action learning projects and group coaching sessions:* Tailored Action Learning Projects (ALPs) were identified based on individual development areas, allowing leaders to apply newly acquired knowledge and skills in real-world scenarios. Group coaching sessions, facilitated by InspireOne

consultants in small groups of four, provided valuable input and feedback, fostering collaborative learning and peer support.

- *Gamified learning:* Leveraging the Master-O® app, leaders engaged in gamified learning experiences aimed at increasing retention of workshop topics.
- *External leader sessions:* Leaders participated in 90-minute sessions with business leaders from external organizations, providing valuable insights and perspectives from diverse industries and contexts.



## PROGRAM IMPACT

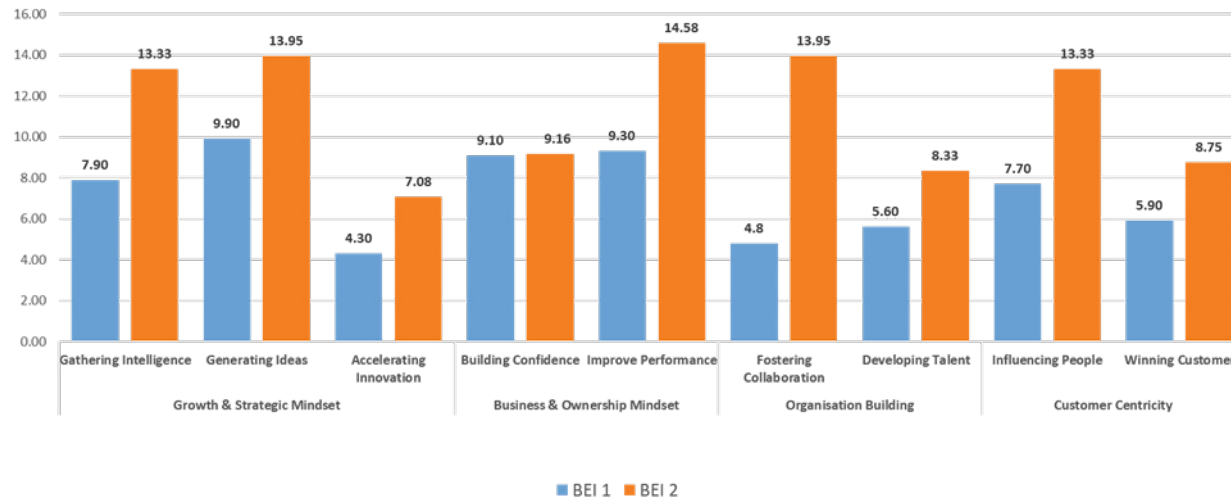
The impact of the program was measured by comparing the pre-program BEI scores to the post-program BEI scores for each participant. Cumulatively, there was a **59% increase in the scores on Bluestar's competencies. There was a significant change in 5 out of 9 behaviors of the High-Performance Behavior Framework:**

- Gathering Intelligence
- Accelerating Innovation
- Improving Performance
- Fostering Collaboration and
- Influencing people

The participants' individual action learning projects resulted in tangible business impact, including streamlined

processes, improved customer experiences, and enhanced operational efficiency. A significant shift has been observed in the way **leaders are viewing, understanding and delivering on their roles.** Most leaders have been able to transition their roles **into Organization Building vs Individual high performance.**

High Performance Behavior Shift



## FEEDBACK FROM PARTICIPANTS

“It was an amazing experience going through the training. It will definitely help me to improve my working style and team development.”

“This will definitely help in enhancing my leadership capabilities and also will lead to a mindset shift to adopt a growth mindset. It has helped me change my perspective to develop big picture thinking.”

“I will apply my learnings from the workshop and assessments with my team and, with ownership mindset, I will build a positive environment.”

“Session was awesome, we all enjoyed the way both the trainers utilized the limited time for such a vast topics.”



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