Nomination: 7012

Catalyst - The TCS Journey for Leading Transformation Programs

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Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

Name of Organization/Company

Tata Consultancy Services

Additional Contacts

I would also like to have others receive emails about the disposition of our entries.

Page: Entry Information

Entry Title

Catalyst - The TCS Journey for Leading Transformation Programs

Category

B01 - B59 Achievement > B12 - Achievement in Executive Development

Achievement Submission Format

Written Answers

a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

Tata Consultancy Services (TCS) senior management, in 2019, recognized that the organization had tremendous potential to grow in the non-CIO (Chief Information Officer) portfolio of their customers. With its subsequent evolution, TCS aspired to become the Growth and Transformation (G&T) partner of its clients, with the inevitability of implementing large, complex, and multi-stakeholder engagements including multi-geography play. Leading such engagements would require managers to think holistically, optimize outcomes, articulate, and sustain business value. Though many mid-level managers had established themselves as highly skilled with good contextual knowledge, were close to the CIO and competent enough, they were working on a different paradigm altogether. The customers too had great faith in TCS as a trusted technology partner but were yet to accept it as a thought leader - a partner who could unearth growth opportunities, influence their core business, and bring about radical business model transformations. This need to transform mid-level managers into Growth & Transformation (G&T) leaders, who could co-create solutions, lead large transformations and be G&T partners for the customers, gave rise to "Catalyst". The leadership journey aims to equip managers with a set of mindsets & behaviors that would enable TCS to realize its true potential.

b. Outline the team's or organization's achievements since the beginning of 2021 that you wish to bring to the judges' attention (up to 250 words). Required

Research conducted with the help of TCS' senior managers, learning partners and academicians revealed that for a mid-level manager to transform into a Growth and Transformation (G&T) leader, a combination of attributes - Mindsets, Behaviors, Skills, and Awareness were essential. Hence, to build this, it was necessary to equip the mid-level managers with the above attributes, enabling them to take up greater responsibilities. Since its inception in 2020, "Catalyst" registered a significant on-ground adoption with a steady and strong pipeline of certified Transformation Program Managers (TPM).

Continuity Rate: Despite being a comprehensive program – 2/3 weeks based on mode of offering i.e., online or residential - batch on batch a continuity rate > 88%

L1 Feedback: Feedback from Catalyst Graduates has always been overwhelming. Average Satisfaction Index of Catalyst Graduates stands at 92.4

Supervisor Feedback: A survey done amongst Supervisors of Catalyst graduates have revealed the following data:

-- 91% of Supervisors have seen an improvement in contribution from Catalyst Graduates.

-- 88% of supervisors feel that Catalyst Graduates can be placed in higher roles in the next 3-6 months.

-- 84% of supervisors are ready to nominate more associates from their teams.

Constant Addition to Faculty Pool: Faculty and Panelists associated with Catalyst have found it very enriching - interacting with participants and grooming them for the role of G&T Leaders in the organization. A process is in place to ensure that the very best Subject Matter Experts (SMEs) keep contributing to the forum and keep circling back into Catalyst.

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required

"Catalyst" yielded good results - transforming a pool of mid-level managers into G&T leaders - and became one of the most sought-after leadership journeys in TCS. It also had several mechanisms to take feedback from participants, unit leadership, G&T Guild etc., aimed at continuous improvement. The uniqueness of "Catalyst" can be attributed to:

Personality Profiling: Participants can understand their strengths & opportunities for improvements with respect to an ideal 'Transformation Program Manager' via an AI-driven personality assessment tool.

Inside Out – Outside In: Catalyst's faculty are either Industry Experts or TCS SMEs, and hence has a healthy mix of inside out and outside in perspectives/approaches.

G&T Repository: Catalyst brings forth several G&T stories from within TCS and outside, equipping learners to move ahead.

Networking & Collaboration: Catalyst encourages networking and collaboration through interactive group-based activities during the workshops and group assignments. It also includes two simulations from vendor partners – one part of the workshop and another a post-workshop assignment.

Post-Training Evaluation: Catalyst has a strong post-training evaluation (individual & group) process that ensures that program graduates have the right mindset and behavior to take up these senior roles.

Vibrant Alumni Community: Catalyst graduates (> 2K) share their successes and shortfalls with practitioners, and members of Delivery Excellence Group, Resource Management Group etc., who in-turn pitch in as appropriate to guide and facilitate their progress into the higher responsibilities. The sessions are held once or max twice a month. Every quarter there is also a talk scheduled from CxO Tata Group leaders.

d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional

Webpage Link

Would you like to add an additional webpage link?

No

Supporting Document

Download File (https://stevies-sage.secure-platform.com/file/17128/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRpYUlkIjoxNzEyOCwiYWxsb3dOb3RaWduZWRVcmwiOiGYWxzZSIsImlnbm9y 23g7_hrHKchyj_8pd6TuE?Catalyst%20Supplement.docx)

Would you like to add an additional supporting document?

No

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Terms and Conditions

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