

Nomination: 8087

## Startek's Leadership Development program

### 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

Startek

### Additional Contacts

I do not wish to list additional contacts

### Page: Entry Information

### Entry Title

Startek's Leadership Development program

### Category

B01 - B64 Achievement > B41 - Best Leadership Development Program

### Achievement Submission Format

Written Answers

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

For more than 35 years, Startek ([www.startek.com](http://www.startek.com)) has delivered customer experience for the world's leading brands. We believe that every organization can deliver a meaningful customer experience at every touchpoint by harnessing the power of empathy. With a footprint across 12 countries, our 35,000+ associates create memorable, personalized experiences in both voice and non-voice channels. Our clients span from Fortune 500 companies to fast-growing startups in a diverse range of industries - cable, media and telecom; travel and hospitality; retail and e-commerce and banking and financial services. By creating closer connections, Startek delivers value for our clients, opportunity for our people and sustainable growth for our shareholders.

We continuously strive to create an inclusive and growth-oriented culture. This is hugely manifested in numerous awards bestowed upon Startek – Comparably Awards for Global Culture, Company Outlook, Career Growth, Best HR Teams, Diversity, Stevie Awards for Diversity and Inclusion, Employer of the Year, Leadership Development and Managing a Remote Workforce, Great Place to Work (GPTW) certification, Best Workplaces in Diversity, Equity & Inclusion by GPTW, America's Greatest Workplaces for Diversity by Newsweek, HR Asia awards for Best Companies To Work For In Asia, Managing the Hybrid Workplace by SHRM etc.

#### b. Outline the team's or organization's achievements since the beginning of 2022 that you wish to bring to the judges' attention (up to 250 words). Required

Identifying, retaining and engaging our key talent, offering differentiated developmental opportunities, providing fast track career moves and developing a strong pool of successors for business continuity is the prime focus of our company's philosophy on leadership development.

Our learning architecture is embedded into our EVP of GET-SET-GO where SET is the learning element. The company's Competency Architecture lists down the functional and behavioral competencies required to perform each role effectively. The functional competencies are unique for each role, whereas the behavioral competencies are pre-determined, irrespective of the roles. We deploy the 3x3 or the Talent grid model to identify and review key critical talent within the organization, and to implement leadership and competency development interventions. Through Project Work (impact based), our employees are assigned suitable projects and are asked to take them up on a time bound basis. We have tied up with the world's largest learning platform Coursera and LinkedIn and worked with their skill curation team to formulate recommended learning programs for our Hiper-Hipos wherein they have unlimited access to all the development programs. Coaching & Mentoring is a key business process to support an organization's focus on employee development. Succession Planning is designed based on position vulnerability, cost of disruption, cost of replacement and time of replacement. We have a robust 360 feedback process with ratings on competencies, Traits, Perception Gap on Traits, Top and Bottom 5 ranking statements including subjective feedback from self, supervisor and significant others.

**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**

a) Overall Impact

- 2400+ people moved under Internal Job Posting in last 3 years and 30 high performing employees moved under Global Talent Exchange Program in last 3 years.
- Identified 500+ Hiper-Hipos from Senior & Middle Management.
- Healthy Global employee engagement score of 83% this year – has consistently moved up from 65% to 83% over 9 years.
- Able to identify, groom and built a talent pool of 500+ future leaders who can be moved in various roles over the next 1-3 years.
- Attrition rate of the top talent pool decreased from 5% to 3% in 2 years.
- Average global cost per hire decreased. This led to the cost savings adding to business bottom-line.
- The employee satisfaction score of the top talent pool increased from 85% to 88% in 2 years.
- Action learning projects and book review enabled indirect learning of multiple people.
- 250+ process improvement/ business reengineering projects have enabled significant cost reduction.

b) Startek's skill portfolio competitiveness relative to other industry peers owing to the high impact certification program:

- 88% of learners in the learning platform have enrolled in courses completing 6000+ hours of learning (10 hours/ learner) with an average course rating of 98% (4.9/5)
- Cutting Edge Skills: Operations, Data Analysis & Management, Sales, Finance, Business Analysis and Entrepreneurship
- Competitive Skills: Communication, Data visualization, Leadership and Management, Marketing, Software Engineering, Machine Learning
- Emerging Skills: Cloud Computing, Web Development, Computer Architecture, Probability and Statistics and Computer Programming

**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**

Considering distinct needs of our employees at various levels, we have developed specific initiatives:

a) Capability Framework : We have developed Capability Framework encompassing set of 8 behavioral competencies (abbreviated BOLDSTICCS) viz., Business Orientation, Leadership, Differential Thinking, Systems Thinking, Interpersonal Skills, Change Management, Customer Focus and Strategic Perspective and Execution. Each of the above competencies are manifested through certain behaviors known as "competency descriptors".

b) Succession Planning: Succession Planning Process ensures the availability of experienced and capable employees that are prepared to assume critical roles and take on higher responsibilities.

c) Startek University: Startek University provides an ultimate resource for growth and development allowing each employee to view developmental requirements and learning roadmaps for the role they aspire.

d) Learning Interventions: Startek follows the segmented approach towards learning and development of people.

- Leadership Essential and Acceleration Program for "Agent" staff: This is a structured & stratified learning strategy for enhancing the skills of agent population at their existing levels.

- People Champion Program for "Supervisors": This program is aimed at enhancing the interpersonal skills of supervisors.

- Leadership development through Coursera/ LinkedIn Learning Platform for "Middle Managers and Senior executives

Metrics to assess effectiveness:

- Learning feedback
- Learning man-days
- Number of future leaders who can be moved to various roles over the next 2-3 years.
- Percentage of senior leadership coming from within.
- Percentage of lateral positions filled through IJPs.
- Attrition rate of the top talent pool
- Reduction in cost per hire due to availability of internal talent pool

**Webpage Link**

**Would you like to add an additional webpage link?**

**Supporting Document**

Download File (<https://stevies-sage.secure-platform.com/file/19875/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRpYUlkJjoxOTg3NSwiYWxsbn3dOb3RTaWduZWRVcmwiOiJGYWxzZSIsImInbm9jSupporting%201%20-%20Awards%20and%20Accolades%20-%20Startek.pdf>)

**Would you like to add an additional supporting document?**

Yes

**Supporting Document 2**

Download File (<https://stevies-sage.secure-platform.com/file/19876/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRpYUlkJjoxOTg3NiwiYWxsbn3dOb3RTaWduZWRVcmwiOiJGYWxzZSIsImInbm9jSupporting%20%202%20-%20Leadership%20Development%20at%20Startek.pdf>)

**Would you like to add an additional supporting document?**

Yes

**Supporting Document 3**

Download File (<https://stevies-sage.secure-platform.com/file/19877/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRpYUlkJjoxOTg3NywiYWxsbn3dOb3RTaWduZWRVcmwiOiJGYWxzZSIsImInbm9jSupporting%20%203%20-%20Developing%20Leaders%20of%20Tomorrow%20at%20Startek%202023.pdf>)

**Would you like to add an additional supporting document?**

Yes

**Supporting Document 4**

Download File (<https://stevies-sage.secure-platform.com/file/19878/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRpYUlkJjoxOTg3OCwiYWxsbn3dOb3RTaWduZWRVcmwiOiJGYWxzZSIsImInbm9jSupporting%20%204%20-%20Learning%20Success%20Stories.pdf>)

**Would you like to add an additional supporting document?**

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