



Workforce Development Strategies

Lessons from the Battle Field

26 MAR 2011 | Hyderabad

Who am I?

Educated at

BITS, Pilani
Wharton School of Management, USA

Worked in

Workforce Development
Software Testing
Software Engineering Economics
System Engineering

Learning from..

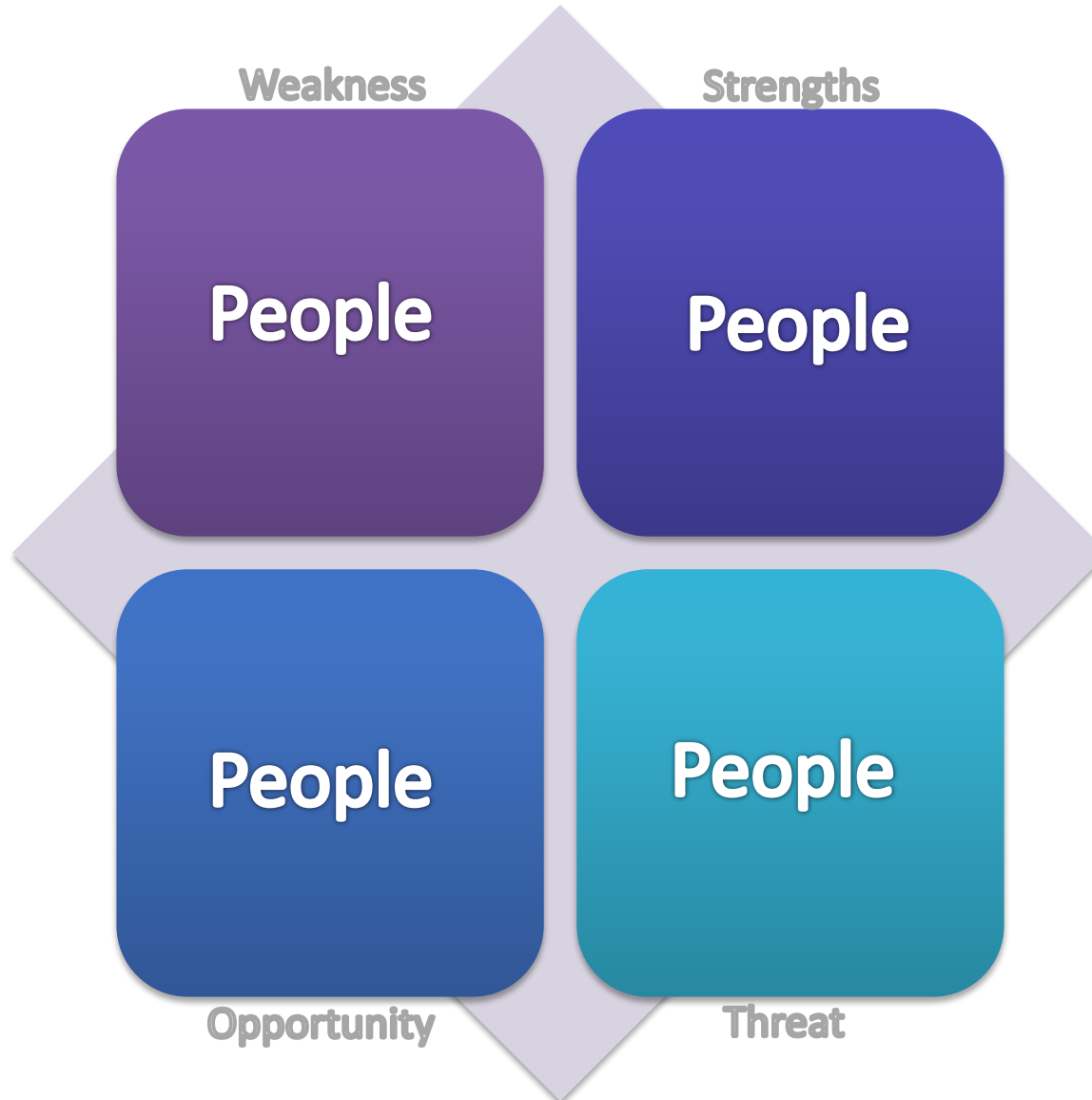
47+ Brilliant Customers
33+ countries
17+ Years... and
still loving it...



Let us do an exercise...



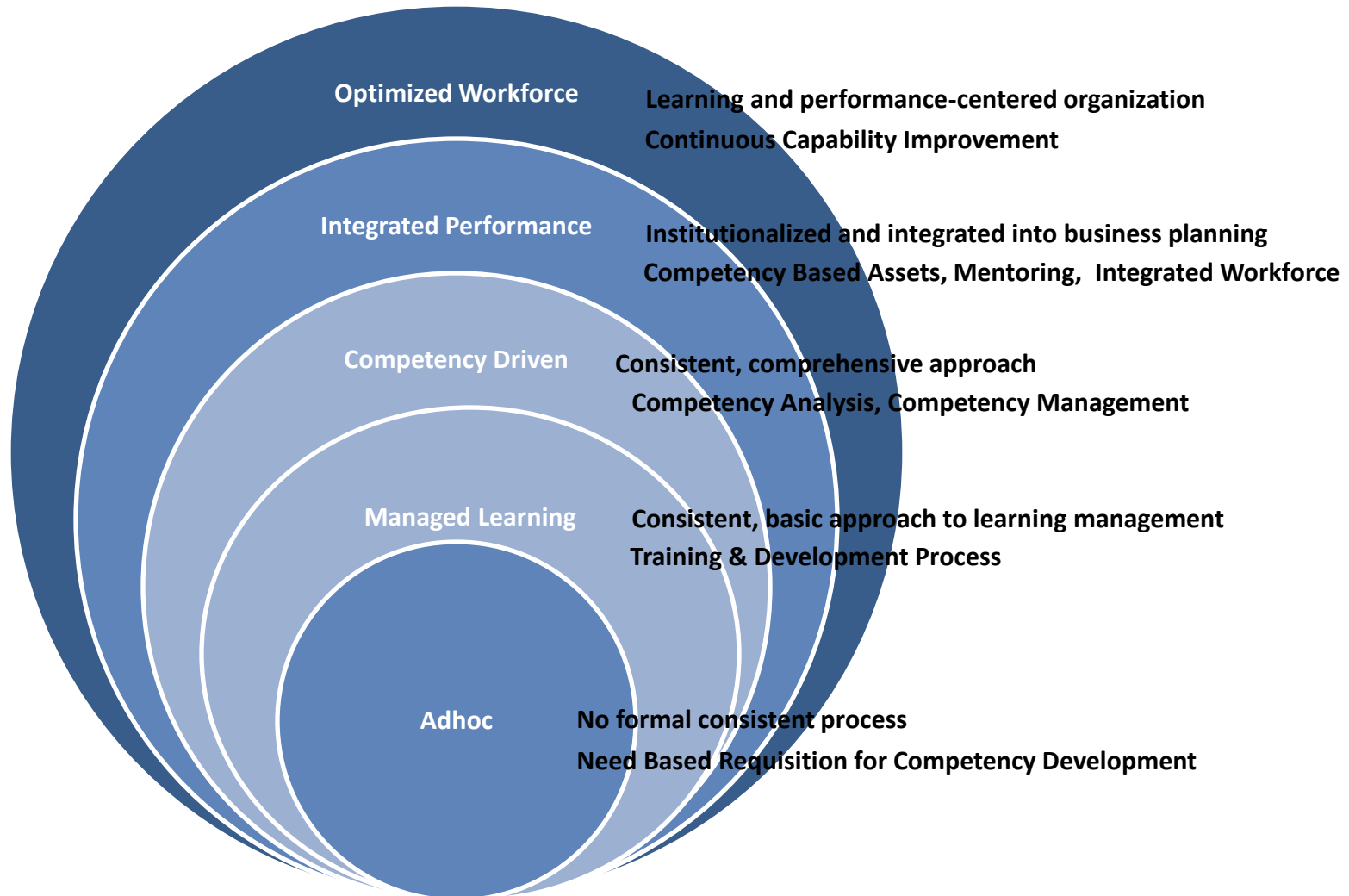
- 01** Name three animals as they come to your mind..
- _____
 - _____
 - _____
- 02** If you find a key in the forest, what would you do?
- Pick it up and keep it
 - Pick it up and throw away
 - Look for a door that fits it
- 03** Whom would you like to meet to find directions when you are lost?
- Scientist
 - Magician
 - Saint
- 04** What would you like to see, on the other side, when you cannot see?
- Village
 - Ocean
 - Palace
- 05** What drink do you prefer?
- Coffee
 - Tea
 - Water



MUST DO Investment...



Strategic Focus – Workforce Development



Fat Smoker Problem...

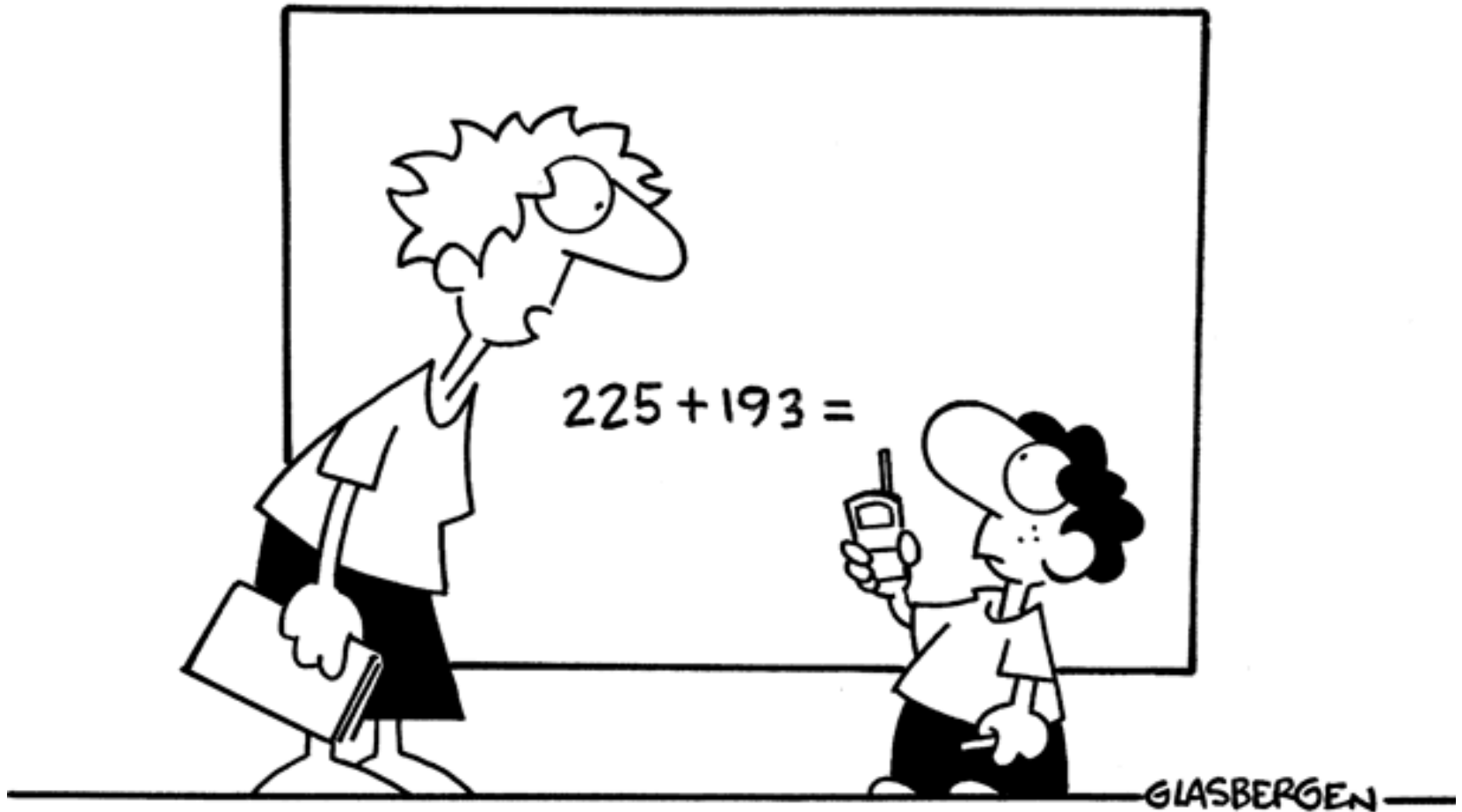


We already know this...

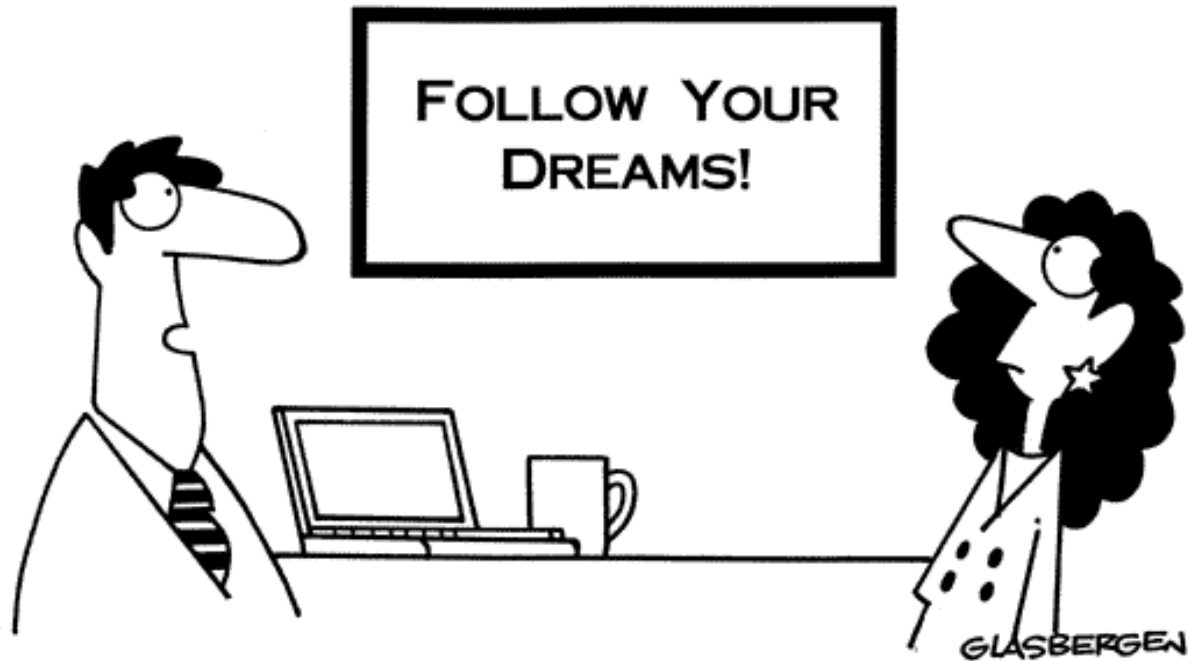
Lesson 0: Leadership!



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“You have to solve this problem by yourself. You can’t call tech support.”



“It’s supposed to inspire, but most employees see it as permission to take a nap.”

Lesson learnt

Setting a realistic goal is the first step in building the team capabilities, and developing the team members.



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“That’s our new mission statement.”

Lesson learnt

More is not always a good solution. Optimization is the focus in Workforce Development.

Focus on developing talent with a purpose of utilizing them.



Lesson learnt

People decisions are not easy ones to make. Cost or Investment is a perspective depending on the organizational need for growth. But you cannot have weak assessment of the workforce, and compensate it with scale.

Lesson 4: Empower People!



“This is a major project of utmost importance, but it has no budget, no guidelines, no support staff, and it’s due in 15 minutes. At last, here’s your chance to really impress everyone!”

Lesson learnt

Empowering people without a structure or a framework shall not help in solving your problem. You have to define a structure (competency oriented); and use it for evaluation and allocation of work. In testing which is a cost for many organizations, it becomes imperative

Lesson 5: Capability!

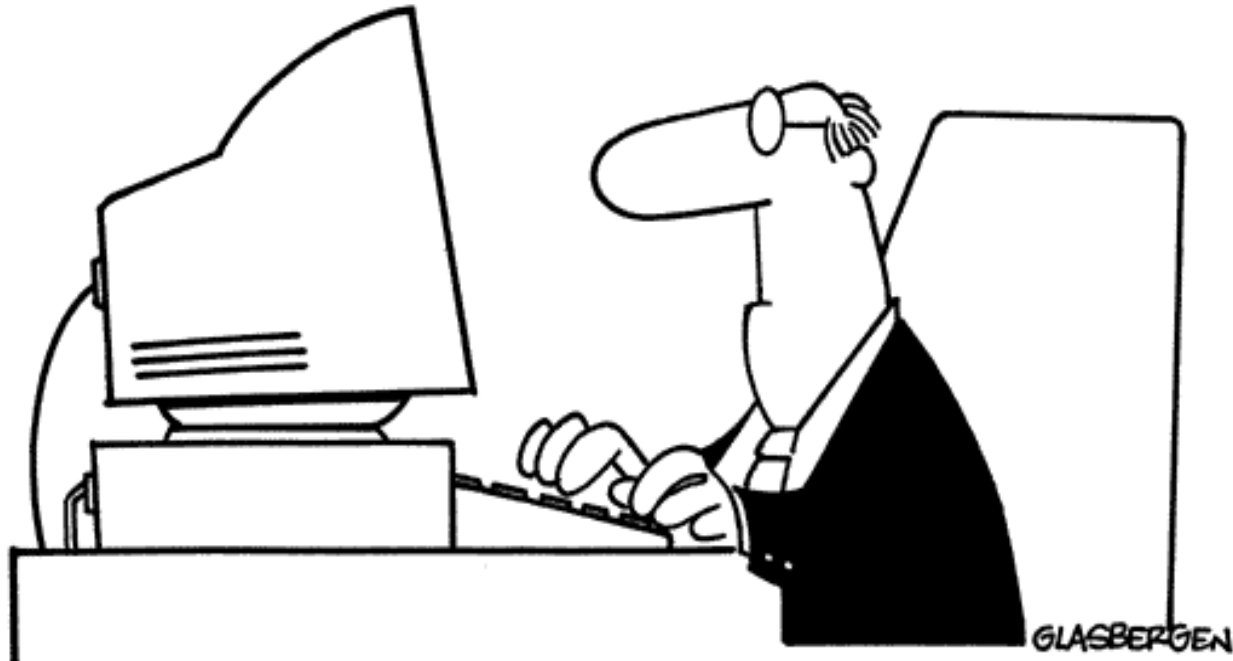


“I’m sending you to a seminar to help you work harder and be more productive.”

Lesson learnt

Investing in right people does not mean that only the best get trained. There are more benefits of the average rising than the best becoming better.

Lesson 6: Problem Solving



“MEMO: It has come to my attention that every time we solve one problem, we create two more. From now on, all problem solving is forbidden.”

Lesson learnt

Sustenance of Talent is not about putting an end to issues. It is about creating an environment for individuals to learn, grow, and help the organization build its talent. Investments have to be made at all levels for improving capability.

Lesson 7: Excuses!



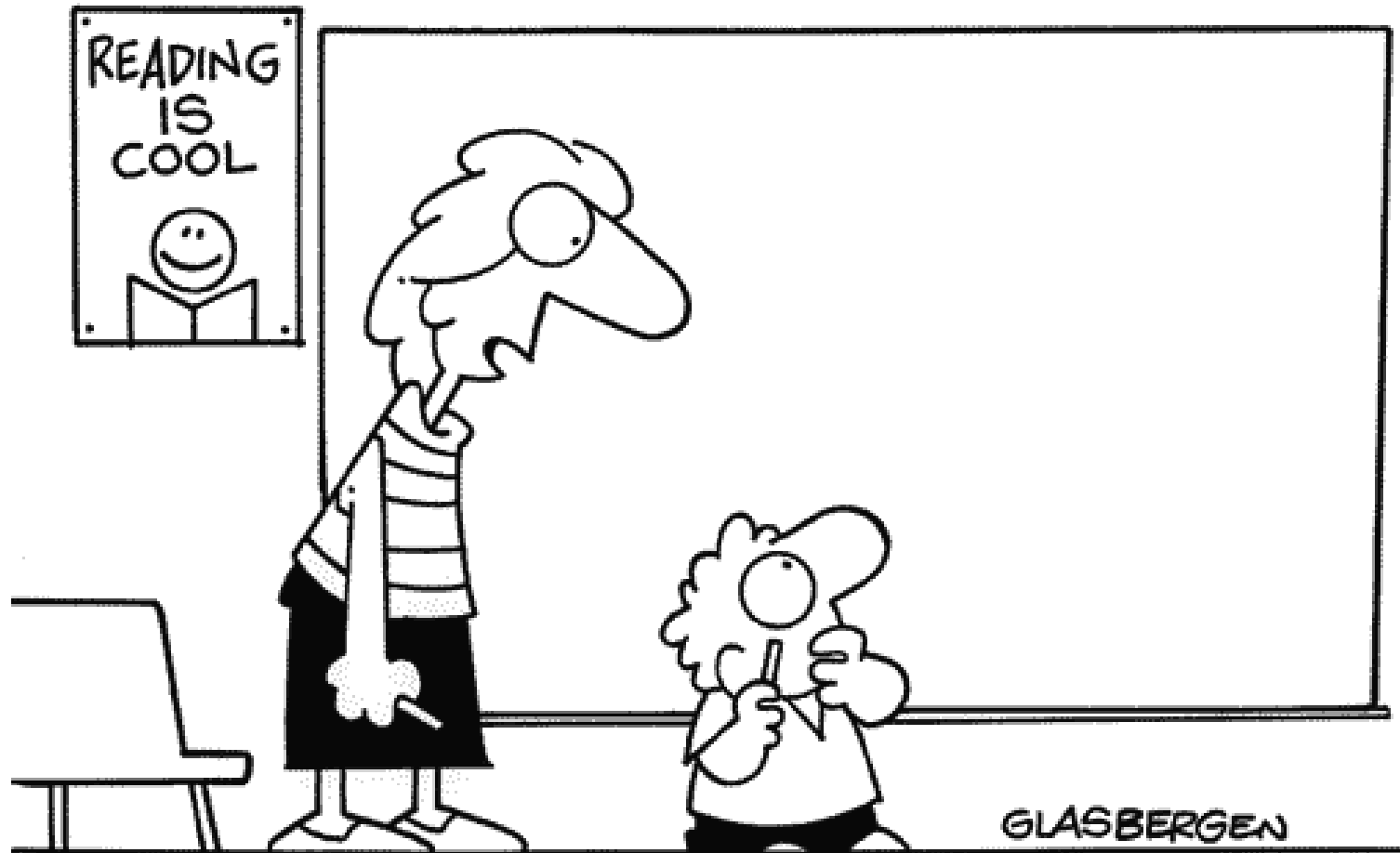
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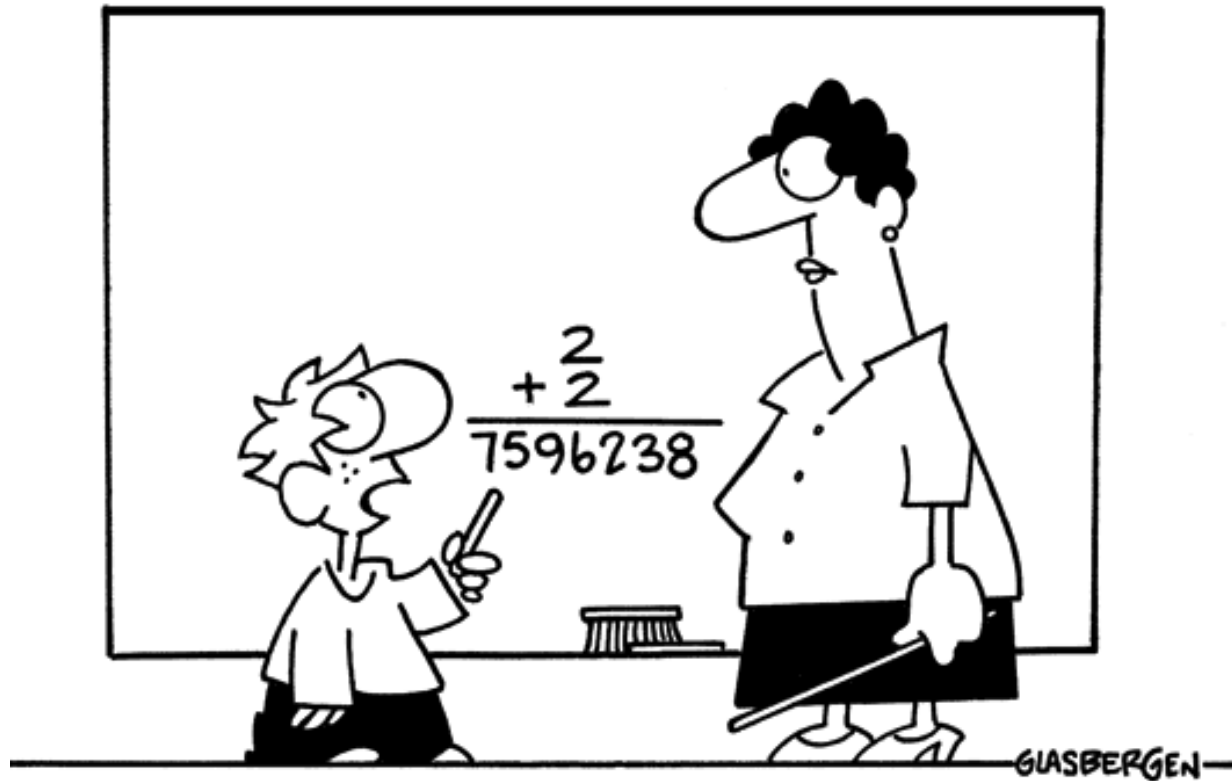
“My report is about how important it is to save paper, electricity, and other resources. I’ll send it to you telepathically.”



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“There aren’t any icons to click. It’s a chalk board.”



“In an increasingly complex world, sometimes old questions require new answers.”

Lesson 8: More Excuses!



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“Most dinosaurs were vegetarians and they never smoked tobacco or drank alcohol — and where are *they* now?!”

Client Case Study 1



Client Scenario

Planned to Recruit 450 Engineers

Promotion in Newspapers

Working with Placement Agencies

Non Availability of Technical People for Selection

No Design in the Screening Process

Poor Awareness about Employment Opportunities

Conversion Ratio was 1:15 for Engineers

Steps Taken

Offered Employable Talent Model

Enrolled Customer into the CREST Program

Worked with Partner Colleges & Student Networks

Created Interested Talent Pools

Designed & Administered Scientific Screening

Designed and delivered Client Custom Curriculum

Certified the Trained Individuals

Benefits Realized



36% reduction in cost of Hire

77% Improvement in Profitability of Operations

33% increase in Revenue



3 Month Reduction in Bench Time

25% improvement in the FTE Utilization



72% of managers happy about hire quality

86% hit rate from trained candidates

96% of students interested in profession



Client Scenario

- Had to train 5,000+ associates
- No clear understanding of the improvement areas
- Expectation of Certification from their customers
- Standard Training Costs were prohibitive
- Limited budgets for Training due to Recession
- Standard courses not fitting into the requirement
- No internal method for Competency Development

Steps Taken

- Individual Skill Assessments
- Curriculum & Content Design
- Learning Delivery
- Certifications
- Advisory Services for Competency Development

Benefits Realized



- 45% reduction in training costs
- 77% Improvement in Profitability of Operations
- 22% increase in Revenue



- 2 Month Reduction in Planning & Scheduling
- 30% improvement in the FTE Utilization



- 85% of employees happy about development
- 23% improvement in productivity



If you need more...

pradeep.c@edistatesting.com

pradeep.c@qaiglobal.com

+91 98868 06317

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