Scenario:

ABC Ltd has recently got new account for XYZ ltd to manage their accounting processes.

Transition Team TT

Ops Team OT

Leadership Team LT

Client XYZ Ltd

XYZ ltd is looking to outsource their Accounting Processes. TT from ABC ltd contacts XYZ Ltd for same. To outbid competition TT agreed for 0.7 FTE for each 1 FTE post migration. Considering the benefits XYZ Ltd gives contract to ABC Ltd. OT from ABC Ltd visits XYZ Ltd for knowledge transfer & completes as per migration plan, during training period staff of XYZ ltd provided full support & made sure all queries are resolved before formal sign-off. Month Close process for XYZ has to be dealt with tight deadlines as it impacts their business. XYZ ltd agreed to provide support for 3 months post sign-off & accordingly planned for their staff. First three months went as per plan for OT to deliver as per agreement. However once XYZ ltd removed their support OT finding it difficult to deliver in timelines without considerable amount of over-time. Due to this 2 staff has resigned & others are also looking for options, since over time has became a practice. This has became the feature for coming months. XYZ ltd started sharing their un-happiness with Process Managers of ABC Ltd. Also OT also started to raise their concerns regarding stretch & stress related to work. Since there was no improvement in deliveries, XYZ ltd escalates to LT of ABC ltd & threatened to invoke Financial Penalty clause as agreed in contract. LT gets into action & ask OT & Quality team to analyze the root cause for not meeting timelines. After all discussions & analysis it came out that FTE mapping is a real issue since activities are inter-linked which without extra staffing cannot be done in time. XYZ Ltd is ready to offer any support to ABC Ltd to resolve all issues.

Issues:

* XYZ ltd concerns
* De-motivated Ops team

Scenario 2

Instance on Bad Stakeholder management

Alex is a team manager who has been identified for next level of opportunity through open resourcing in other department that comes with less reaction time. He needs to be released within a month’s time. Current team that he manages went live a few days ago; challenge in informing stakeholder and identifying back-fill were alive. While external hiring to backfill his place relatively time consuming, we thought of moving someone who is scale to this position. Once we identified Chris, team Lead who has got good VOC and excellent People management skill, we spoke to him and he was fine to move in to this opportunity. However, Stakeholder engagement on Chris release wasn’t sufficient despite, we had a Managed handover plan to one of his team member Mike, who is also seems to be scalable to team Lead level with adequate opportunity to demonstrate his abilities. Though we could manage Alex’s customer citing his growth opportunity, we weren’t able to convince Chris movement as his customer was recently changed and there was relative operational dependency on him. However, they are alright to observe Mike scalability over a period of time and reduce the dependency on Chris was a Blessing in disguise.

As-is status/ impact

1. Alex moved to new opportunity – so he is a satisfied
2. Chris is managing both the process and multiple time zones- unavoidable stretch
3. Mike as a team lead has less acceptability among the process members and colleagues in other teams- Low morale
4. Chris’s customer showed relatively less dependency on chris and encouraging- welcome change
5. Chris has been nominated for promotion to Team Manager- expect to see smile chris face for all his efforts
6. Mike’s scalability is still under review- low morale

Who are our stakeholders?

1. Alex’s customer- Neutral reaction a we just began live operations
2. Chris’s customer- Himself new to his role and demanding
3. Alex- Team Manager- Happiest person with less hassle in handing over as well
4. Chris- Team Lead- Looking forward to see his promotion
5. Mike- Analyst- doesn’t have hope on his scalability

Scenario 3

IT manager - saji kalikat

manish - process owner/VP

durai - project manager

keshavulu - vendor & contract manager

chadramoulee - team manager

sathish - HR manager

Kajal - employee

Scenario is implementation of outfosys software & improving productivity in the manner & co company. If we buy a software called outfosys, it will improve productivty

It can automate process steps & helps in utilization of fte's & results in tangible savings for the organization

Durai goes to Chandramoulee and ask for his expert advice to implement the software in the mannar & co process

Currently 125 people in the process after automation the process need only 100 fte's, Chandra worries about automation & results of meeting KPI & metrics,

Sathish Hr does not have any recruitment going on in the company, so what to do with the 25 people moved out due to improvement factors

keshavulu - Vendor & sales manager asking for the quote to buy outfosys software, need to undergo all the controls in buying product for the company

IT manager - Saji says he does not have budget to buy the software & also say maintenance cost to maintain the software

Kajal – one of the employee to be moved out of the process post implementation, more worried about his career in his company & future…..

manish the process owner wants the software to be implemented to show results to his superiors & holds very minimum budget, he is very adamant to implement the software

How shall Durai manage all this people(stakeholder) in his project?

Scenario 4

ABC Corporation started BPO operations 5 years ago and entered the market as a captive unit of its parent corporation. Right from the beginning there was huge interest and efforts put in by senior management folks with a vision to create a world-class service center.

As the organization matured over the years, there arose conflicts between Local management and the Parent organization over the day-to-day operations of the service center. Lots of debates over extent of authority for taking strategic decisions with regard to growth of the organization and policy decisions arose leading to unrest and lack of direction for the local organization.

1) This has resulted in employees losing morale and a rise in the attrition levels, leading to huge issues on service delivery.

2) There was a demand from some stakeholders to look at divesting stake and for the unit to be operated as a third party unit.

3) However there are Senior Stakeholders on both sides that felt the organization would add huge value to the business, as long they remained captive.

Discussion Points

1. What are the steps that need to be taken to arrest employee dissatisfaction and reduce the attrition level?
2. How will key stakeholders get together and engage themselves to discuss the issues raised by some stakeholders ?