

Improving productivity and reducing employee turnover at a leading NBFC organization



BYLD Case Studies

SITUATION

A leading NBFC Organization was facing constant issues in terms of low productivity, high attrition and low engagement of the front line sales and managerial staff at the branches. This was leading to decreasing collections, lack of new order book. High attrition leads to longer learning curves, thus time to productivity went up that was further denting the key performance parameters.

CHALLENGE

The high growth rate in this organization over past few years meant that more number of branches need to be

opened to cater to the demands of the customers. This high growth also led to promotions among people from front line sales and managerial positions. They were now leading teams, branches, and clusters. These center heads and front line managers were not groomed properly to handle the new complexities that their roles presented and hence it led to compromise in implementing key operational processes, lack of a systematic way to coach and manage their teams and relationships and all this clearly started to show up on various performance factors that were categorized into collections, disbursements, and operational excellence scores.

SOLUTION

Representatives from BYLD group conducted a thorough market study in the field across branches and conducted focused group discussion across geographies to understand the ground reality that was leading to these challenges. It was identified that the center heads and the front line managers needs to improve their key managerial skills like goal setting, time management, relationship management and performance coaching along with improvement in their emotional

maturity in order to create a more conducive work environment at the centers that was more appreciative leading to high engagement and low attritions. Simultaneously it was equally important to improve the functional knowledge and process adherence across the centres. A milestone based learning architecture based on 70:20:10 was put into place. The heart of the learning architecture was the deployment of on the job coaches for

the identified target audience across centres with a clearly defined performance outcomes. Managers from 140 select branches were identified. These branches were spread across India and the target audience was not performing well across various performance parameters against other branches.

RESULTS

In a span of 6 months all the key performance parameters showed positive growth trends. The performance of these 140 branches was compared with that of others. The results were

promising, it showed that the managers improved their performance by an average of 20 to 25% across key collection, sales and process adherence business parameters. The attrition decreased drastically and the branches showed a positive trend with an increase in the performance graph. On the other hand, the performance of the managers from other branches (who were not a part of this initiative) either stagnated or started to show negative trend-lines across the same performance parameters.