

Tata Business Support Services embrace digital with KNOLSKAPE Kaliber Virtual Assessment Centre



TATA BUSINESS SUPPORT SERVICES LIMITED

Tata Business Support Services (TBSS), a wholly owned subsidiary of Tata Sons, is one of India's leading business process outsourcing companies, headquartered in Hyderabad, Telangana. With 26000+ employees across 21 global delivery centers, TBSS caters to clients in Telecom and Media, Emerging, Government, Education, Retail, Manufacturing and BFSI.

TBSS was established in 2008, and until 2016 the focus for L&D was to develop the lower levels within the organization. By 2016, the organization was growing at a rate of 15 per cent every year. A key need identified was to focus on leadership development, to prepare senior leaders to manage teams and business, groom the next level leaders, and develop TBSS leadership pipeline, to achieve their Vision 2020.

As a starting point, TBSS identified 12 promotion ready, high potential senior managers vying for the role of Cluster Head, and a 15-18 months leadership journey was created to prepare them for their new roles. In order to identify who the 12 eligible senior managers would be, 23 high potential senior managers were identified from a pool of 120 based on an internal criteria. These individuals were assessed on their ability and willingness to take on the new role.

Challenge

- Traditional Assessment Centre conducted previously for senior leadership rendered undesired feedback.
- Stakeholders unhappy with the way in which the traditional assessment centre was conducted - severe logistical nightmares faced, huge overhead cost, heavy investment of time and inconsistency in assessment mechanism.
- Participants felt intimidated and anxious as if they were appearing for an exam, which adversely impacted their performance in the traditional assessment centre.



Solution

1. KNOLSKAPE's Virtual Assessment Centre fully aligned with TBSS theme of digitization as part of their strategy for 2016.
2. Senior leaders spread across 40 development centres across India could complete the assessments without compromising their work and deadlines.
3. Senior managers were assessed on competencies such as Change Management, Agility, Performance Orientation, Collaborative Outlook, Customer Centricity, Innovative Mindset, People Commitment and Corporate Citizenship, using 5 tools of KNOLSKAPE offered Virtual Assessment Centre, for a holistic view on their ability to take on the new responsibility.

Grace Powell, Head of Learning & Development, Tata Business Support Services:

“ We were clear that traditional assessments would not work for us. KNOLSKAPE is the only vendor that came to mind for a new-age assessment solution, given their product capabilities, expertise and reputation. We are very satisfied with the entire assessment process and look forward to working with them again. ”



Impact

1. 45% cost saving when compared to traditional assessment centres.
2. 70% reduction in assessment co-ordination and execution time, with minimal business disruption.
3. Real-time feedback on simulation-based assessments that aided individual development.
4. Alignment of solution design and delivery with TBSS's vision of embracing digital.
5. Higher accuracy because:
 - a. Participants operated in a conducive, non-threatening environment that encouraged honest and better responses.
 - b. Each competency was assessed by more than one tool to establish consistency of behavior, opinion, attitudes and beliefs.
 - c. Simulations provided an accurate depiction of the participant's behavior in real life.

To learn more about how KNOLSKAPE can create a positive impact in your organization, contact us today:

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