

Application Form – Excellence in Developing Emerging Leaders

The “Excellence in Developing Emerging Leaders” award recognizes organizations with a future-proof leadership development strategy. Winning entries will showcase a blend of technology-powered learning and strong competency frameworks to cultivate adaptable and innovative leaders. Submissions should demonstrate a focus on continuous learning amongst leaders, ultimately impacting organizational performance and long-term success.

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Some guidelines before you begin

1. You **must** use this document to complete your application.
2. Type your submission descriptions in the **appropriate sections** of this form.
3. All sections are mandatory
 - a. If any fields are not applicable, do not leave them blank. Please **enter** N/A and also share a short **rationale** on why that may not apply to your organization in the same field box.
 - b. Note that if the COE or the internal jury, deem the information as mandatory or necessary for evaluation, your application may not move to the next phase.
4. When providing information for section 2: please write **in 3rd person**.
5. Make sure you **focus** on challenges, details and outcomes.
6. **Read** the definition and parameter for each evaluation criteria. The definition is the key to what your response must include.
7. Make sure your response includes the following for each sub-parameter:
 - a. ***Perceived value through internal surveys and Voice of Customer (VOC) data from both employees and external stakeholders.***
 - b. ***The use of new, enhanced or improved methods, models and paradigms in the real work environment while tracking progress, and achieving milestones.***
 - c. ***The consequential outcome, measured as a positive trend in business process and/or technology system and/or task behavior or discretionary behavior.***
 - d. ***The consequential outcome, measured as a monetary benefit from an initiative/function/practice in comparison to its apparent costs.***
8. **Substantiate** your responses by signposting, images, charts, graphs and any other visuals that you may deem necessary. Please insert these within the context of your responses. You may include these under the appropriate section in the template provided (<https://www.dropbox.com/scl/fi/v5cq417528hm2q6nnbf8/Annexure-Template.pptx?rlkey=h77g756xuipeyt2a7g7tmkvs&st=u3kc844p&dl=0>) and submit this along with your application. Supporting documentation must be in the format provided in the template.
9. All references and signposting (to the supporting document) in the application form to images, charts, graphs and visuals may be rejected if **not clear** and **incorrectly** mapped to the context of the response. Please use the supporting document to consolidate these along with clear reference to these in your responses within the form.
10. If applicable, you may also provide supporting reports, videos, courses or other information as links in the template provided. Please provide proper **access** to all this information.

11. Make sure that the **access** for any such links is valid through the evaluation process. Failing to do so, may mean that your application may be deemed incomplete at any of the three phases of evaluation.
12. Winning entries and special mentions will be published by SHRM. Within your application, be sure to **mention** in the form <confidential> any information that should not be published or is confidential in context.
13. Use the file naming convention **<Award category name Name of the organization mmddyyyy>**
 - a. *Include the date in the mmddyyyy format without any spaces*
 - b. *The date **must** be the date of submission of the application and not the date you started filling the application form*
 - c. *This will be essential for any mid-process reference, so please make **note** of this date.*

Note: You may choose to attach information in the template provided. It is recommended to limit it to 20 pages/slides for any given Award category. No excel formats or hyperlinks will be accepted.

Additionally, applicants may also submit a video of up to 7 min to support their application. This video needs to talk specifically about the intervention/ practice been showcased and should not be generic.

Section 1 | Generic Organization Information

All questions are mandatory, unless stated otherwise; your questionnaire may not be considered complete if these questions are left blank.

1. Company Name	
2. Date of incorporation	
3. Details of award SPOC	
<i>Name:</i>	
<i>Designation:</i>	
<i>Contact number:</i>	
<i>Email ID:</i>	
4. Nature of Business	
5. Type of Entity	
6. Nature of ownership in India	
7. In case of other, please specify	
8. Revenues as of FY 2023-24	

HR Metrics

Metrics	Units	FY 2021-22	FY 2022-23	FY2023-24
Revenue Growth	%			
Profit Growth	%			
Total Employee Headcount – FTE/ Permanent Employees	Nos.			
Total Contractual Employee Headcount	Nos.			
Total HR Employee Strength	Nos.			
HR to Employee Ratio	%			
Gender Diversity Ratio [females to males]	%			
Average Employee Age	Years/Months			
Voluntary Attrition Rate (Annual)	%			
Employee Engagement Scores	On a scale of 1 to 10			

Category Metrics

Metrics	How this is measured (formula)	FY 2021-22	FY 2022-23	FY2023-24
Total Learning and Development (Talent Development) Budget	NA			
Aggregate Leadership Training Man-days (All formats)				
Average Open Leadership Positions				
Ratio of Promotions to Leadership Positions from Leadership Trained Cohort				
Leadership Trained Employee Turnover				
Leadership Learner NPS				
Average Learning Man-days of Leaders (All formats)				
Average Learning Man-days of employees (except leadership) (All formats)				

Section 2 | Qualitative Analysis

This segment captures the depth and breadth of the organization’s practice. The evaluation criteria are a three-by-three matrix, each unique to the award category. The three pillars of evaluation are Innovation, Sustainability and Impact. Each evaluation criteria clearly defines the expectation. Please go through the definition for each and then share your response in the space provided. Please be sure to include, metrics, success stories, or stakeholder VOCs or anything else to substantiate your responses.

INNOVATION

This criterion recognizes HR practices that creatively revolutionize and pioneer new approaches, technologies and methodologies to enhance organizational effectiveness, employee engagement, or talent management. Entries must showcase inventive solutions that push the boundaries of traditional HR practices, driving positive change and fostering a culture of creativity within the workplace.

1. Customization and personalization

*The organization **showcases** a framework to analyse leadership persona needs within the organization.
The organization **demonstrates** the use of principles of customization and personalization in learning based on the 360-degree feedback received to the learning initiative/program.
As a result, there is a **well-defined framework** of identified gaps, competencies, outcomes for diverse learning personas (in context of leadership development).*

Based on the definition provided, use this space to share your response.

2. Development of senior leadership

*The organization **showcases**, on-going opportunities, use-cases and success stories for leadership development of its senior leader cohort.
The organization **integrates** these learning opportunities into the everyday flow of work of this senior leader cohort.
The organization **creates** value and measures the impact of these interventions in terms of profitability, productivity, talent engagement and retention.*

Based on the definition provided, use this space to share your response.

3. Delivery methods impacting motivation and satisfaction

*The organization **integrates** various learning frameworks and paradigms into the design for effective delivery.
The organization **demonstrates** clear use-cases of the need analysis in line with diversity in learning styles.
The organization **creates** value in the limited learning time available (with its leadership cohort) by using innovative learning practices.
The organization **integrates** a robust UAT process to ensure top class experience.*

Based on the definition provided, use this space to share your response.

SUSTAINABILITY

*This criterion recognizes HR practices that drive **operational excellence** in a way that minimizes the negative impacts on the environment and supports well-being of employees and communities at large. Entries must showcase future forward paradigms in **business sustainability** that foster long-term profitability and resilience.*

1. Strategic alignment

*The organization **integrates** a rigorous framework for aligning learning outcomes to skill/competency gaps and the organization's strategic vision.*

*The needs assessment framework **defines** input sources, and captures various data points prior to actualization of learning goals.*

*The organization has **created** a robust workflow to continuously identify leadership acumen requirement in line with its strategic vision.*

Based on the definition provided, use this space to share your response.

2. Leadership competency framework

The organization has **created** a robust framework encompassing all roles/employee types within its leadership framework. This framework clearly **defines** competencies that the organization hires for, and those that it seeks to train/build. The framework **adapts** - to the organization's business direction and scale - from time to time.

Based on the definition provided, use this space to share your response.

3. Assessment, feedback and experience mechanisms

The organization **integrates** an on-going review and governance workflow to ensure relevance and timeliness of content. The organization **captures** learner feedback on content across various touchpoints and integrates that into the existing content framework. The organization **creates** social capital impact through an enhanced learning experience for its senior leadership.

Based on the definition provided, use this space to share your response.

IMPACT

This criteria honours HR practices that deliver measurable and substantial results in advancing organizational objectives, employee engagement and turnover larger community impact. Entries must showcase tangible outcomes such as enhanced operational efficiency, improved employee satisfaction, positive community impact, or any other measurable metric as an outcome of the transformative influence.

1. Measurable impact on effective leadership

The organization creates value as result of effective leadership - revenue, new client acquisition, profit, new dimension or product etc.

The organization creates value as result of effective leadership - productivity, task/process enhancement, automation, speed to outcome, retention, etc.

Based on the definition provided, use this space to share your response.

2. Depth in leadership development

The organization **integrates** a robust workflow across the employee lifecycle to ensure, depth in leadership development. This workflow, comprehensively **encompasses** geographical, functional and role diversity ensuring depth the leadership development. The organization has a **well-defined governance** process, that includes feedback and data collation to understand the spread of its leadership development interventions.

Based on the definition provided, use this space to share your response.

3. Impact on succession planning

The organization **showcases** a robust framework to measure the impact of its leadership development interventions on succession planning. The organization **demonstrates** on-going improvement in its succession bench strength or the like, as a result of its leadership development activities.

Based on the definition provided, use this space to share your response.

