

## APPLICATION FORM – EXCELLENCE IN LEADERSHIP DEVELOPMENT

### Introduction to Category

Excellence in Leadership Development requires organizations to demonstrate outstanding success in cultivating leadership talent through innovative and impactful leadership development initiatives. Such organizations should have implemented exceptional programs to identify, develop, and nurture leaders at all levels, ensuring a robust leadership pipeline and fostering a culture of continuous leadership growth.

***This award, therefore, seeks to recognize organizations, which have successfully designed and implemented such “excellent” practice(s) or system(s). This could be a single/multiple innovative practice(s) or system(s) that the organization has implemented across any area in Leadership Development and has been running successfully in the organization for some time.***

The entry can include details of a single practice or an entire system. For example:

*HR Practice:* An organization may submit details of how they have reinvented their 'Leadership Training' process by incorporating experiential learning and real-world simulations, resulting in higher engagement and more effective skill development among emerging leaders.

OR

*HR System:* An organization may submit details of how they revamped their 'Leadership Pipeline Program' to offer a comprehensive and integrated approach to leadership development, including mentorship, coaching, and rotational assignments, thus ensuring a steady supply of well-prepared leaders.

Within the gamut of this award, will be practices or systems under any discipline of Leadership Development. The following are indicative disciplines that the practice/system could fall under:

- Emerging Leaders Program
- Executive Development Program
- Succession Planning
- Leadership Assessment and Feedback
- Continuous Leadership Learning

## APPLICATION FORM

**As a reminder, please specify if you are applying as the local entity/subsidiary/independent firm in the given geography. And ensure that the practice/system has been in operation in the entity applying for the award for minimum two years.**

Details of SPOC (Single Point of Contact): This could be the CHRO or relevant Functional Head.

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Email: \_\_\_\_\_

Contact Number: \_\_\_\_\_

### Section A - Participant Information

All questions are mandatory. Your questionnaire may not be considered complete if these questions are left blank.

1. Company/Entity Name Applying for the Award (please share full registered name):
2. Please share abbreviation of the Company/Entity Name (this is for publishing/printing on certificates and additional collateral, if you are a winner of the SHRM STAR Awards 2024):
3. Upload a hi resolution jpeg file of your company logo (this is for our records and publishing on the website, if you are a winner of the SHRM STAR Awards 2024):
4. Date of Incorporation of Company/Entity:
5. Parent Company Name (if applicable):
6. Parent Company Headquarters (if applicable):

7. Regions of Operation (if applicable):

1. GCC (Gulf Countries Corporation)
2. Levant
3. North Africa
4. Europe
5. Americas
6. Asia-Pacific
7. Others (please specify)

8. Nature of Business/Industry Type:

1. Healthcare
2. Pharmaceuticals
3. Manufacturing
4. Services
5. Hospitality
6. IT/ITeS
7. Consulting
8. Education
9. Automotive
10. Military
11. Real Estate
12. Others

9. Nature of Ownership:

1. Corporate
2. Partnership
3. Trust
4. Government
5. Semi-Government
6. Foreign Owned Multinational

10. Revenues (as of Financial Year 2022)

1. < \$ 5mm
2. > \$5mm < \$20mm
3. > \$20mm <50mm
4. > \$50mn

11. Structure of the HR function

1. Centralized versus decentralized
2. Outsourced/In-House HRIS
3. Extent of automation

12. HR Metrics:

Metrics	Unit	FY 2021-22	FY 2022-23	FY 2023-24
Revenue Growth	%			
Profit Growth	%			
Total Employee Headcount (Full Time Equivalent/ Permanent Employees)	Nos.			
Total Contractual Employee Headcount	Nos.			
Total HR Employee Strength (FTE)	Nos.			
HR to Employee Ratio	%			
Diversity Ratio [females, males, differently abled]	%			
Average Employee Age	Years			
Voluntary Attrition Rate (Annual)	%			
Employee Engagement Scores	On a scale of 1 to 10			

## **Section B – Quantitative and Qualitative Responses**

This section covers the quantitative and qualitative aspects of the initiatives under the concerned category. Providing all the information under this section will enhance your nomination and aid the jury in accurate evaluation of your application.

For the quantitative section, indicative options of metrics tracked for this award category are provided below. You may fill the details basis the metrics that are tracked in your organization.

For the qualitative section, space is available to capture details of the depth and breadth of your organization’s practice. Please restrict your responses in this section to approximately 500 words per response.

Both the quantitative and qualitative aspects follow the three pillars of evaluation, which are Innovation, Impact and Sustainability. Each evaluation criteria is clearly defined. Please go through the definitions for each and share your responses accordingly.

## INNOVATION

*This criterion looks at:*

- *the innovativeness of the practice/system, its' uniqueness to the organization and difference from practices followed in the industry or parallel industries*
- *integration of the practice/system with the HR strategy and overall organization strategy*
- *variety of approaches/delivery modes/platforms used in the practice/system*
- *awareness generation and popularizing the system/process in the organization (including communication about the same)*

*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.*

Metrics	Unit	FY 2022-23	FY 2023-24	FY 2024-25
<p><b>Innovation Metrics:</b></p> <ul style="list-style-type: none"> <li>• Leadership Program Participation [Number and percentage of employees participating in leadership development programs; Completion rates of leadership development programs]</li> <li>• Skill Improvement [Pre- and post-program assessment scores showing improvement in leadership skills; 360-degree feedback scores before and after program participation showing behavioral improvement]</li> <li>• Diversity in Leadership Development [Representation of diverse groups in leadership development programs; Percentage of diverse employees who have completed leadership programs and moved into leadership roles]</li> <li>• Mentorship and Coaching [Number of mentoring or coaching relationships established through leadership programs; Outcomes of mentoring and coaching initiatives (e.g., career progression, skill enhancement)]</li> </ul>				
<p><b>Additional Considerations/Metrics:</b></p>				

## Open Ended Responses

What were the key issues/challenges faced for which an innovative initiative was required?

[Key pointers – Decision-making processes, delivering business value, transparency and integrity, employee accountability etc.]

Describe the initiatives that emerged to address the above-mentioned issues/challenges and its key objectives

[Key pointers – Alignment of organization values, autonomy in decision-making, employee-led ideas, employee communication approaches, recognition portals, leadership development across levels etc.]

## IMPACT

*This criteria looks at:*

- *comprehensive performance metrics to track success of the system/process*
- *parameters used to measure business and strategic impact of the practice/system (qualitative and quantitative data tracking the business impact of the program)*
- *parameters used to measure the satisfaction, usage, and value of the practice/system to the target employees and percentage of employees (from the targeted population) covered by the program (tracking the people impact of the program)*
- *recognition of the system/process in internal and external forums*

*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.*

Metrics	Unit	FY 2021-22	FY 2022-23	FY 2023-24
<p><b>Impact Metrics:</b></p> <ul style="list-style-type: none"> <li>• Promotions and Career Progression [Percentage of program participants promoted within a certain period; Average time to promotion for program participants versus non-participants; Average performance rating of participants of leadership programs]</li> <li>• Leadership Retention [Retention rates of employees who have completed leadership development programs; Comparison of retention rates between program participants and non-participants]</li> <li>• Performance Metrics [Improvement in team performance metrics (e.g., productivity, project success rates) led by program graduates; Business outcomes influenced by program graduates (e.g., revenue growth, cost savings)]</li> <li>• Employee Satisfaction [Results from employee satisfaction and engagement surveys, particularly in teams led by program graduates; NPS for leaders who have completed the development programs]</li> </ul>				

<ul style="list-style-type: none"> <li>External Recognition and Certifications [External awards, recognitions, and certifications received for leadership development programs]</li> </ul>				
<b>Additional Considerations/Metrics:</b>				

## Open Ended Responses

How did you assess the effectiveness of the initiatives undertaken and what were the results?  
 [Key pointers – Employee satisfaction scores, client/employee feedback, manager feedback etc.]

What impact have your initiatives had on your key stakeholders?  
 [Key pointers – Employee engagement, employee empowerment, employee loyalty, open organization culture etc.]

## SUSTAINABILITY

***This criterion looks at:***

- *financial and people related investment made for the system/practice (can also include details of organizational culture and infrastructural changes made to incorporate the practice/system and leadership buy-in for the system/practice)*
  - *adequate balance between human touch (exceptions, personal connect) of the practice/system and its routine and consistency (through established norms, detailed guidelines)*
  - *continued improvement in the metrics/sustained reasons for design and implementation of the system/process*
- Entries must showcase future forward paradigms in business sustainability that foster long-term profitability and resilience.***

Metrics	Unit	FY 2021-22	FY 2022-23	FY 2023-24
<b>Sustainability Metrics:</b> <ul style="list-style-type: none"> <li>• Program Longevity and Evolution [Duration of leadership development programs (years in operation); Number of iterations or updates made to the programs based on feedback and outcomes]</li> <li>• Budget and Resource Allocation [Annual budget allocated to leadership development programs; Investment in resources (e.g., coaching, mentoring, training materials) for leadership development]</li> <li>• Succession Planning [Number and percentage of leadership roles filled through internal succession planning; Effectiveness of succession planning as measured by smooth transitions and leadership continuity]</li> <li>• Continuous Improvement [Frequency and nature of program evaluations and improvements made; Feedback loop mechanisms for continuous improvement of leadership programs]</li> </ul>				
<b>Additional Considerations/Metrics:</b>				

## Open Ended Responses

What are the key factors that are required for the initiatives to sustain and grow over the next few years?

[Key pointers – Budget allocation, separate team, employee involvement audit, formal policy on these initiatives etc.]

Please use the space below to add any further details/information

*Note: You may choose to attach up-to five supporting collaterals for a particular award category. These collaterals will be accepted only in the form of PDF documents or MP4 video files. [Please note no excel formats, links hyperlinked in text will be accepted. In case of a video submission, this video needs to talk specifically about the intervention/ practice been showcased and should not be a generic one.]*

**GLOSSARY OF KEY TERMS USED/STANDARD UNDERSTANDIGN OF TERMINOLOGY**

<b>Terms</b>	<b>Descriptions</b>
FY (Fiscal Year)	Refers to the financial year followed in the region. 1 <sup>st</sup> April to 31 <sup>st</sup> March (Please clarify in case of exception)
Leadership Team	The top 2 tiers of your organization i.e. the Chairman/ MD/ CEO and Executive Board (or equivalent).
Senior Management	This includes first level reports of the Leadership Team
Middle Management	This includes senior managers with experience ranging between 8 to 16 years
Junior Management	This includes first level managers with experience ranging between 2 to 8 years
Staff	This includes Individual contributors with no people managerial responsibility (i.e., no one reporting to them)
Blue Collar	Skilled and unskilled workers
Full Time/ Permanent Employees	These are employees, who are on the payroll of the organization and work a normal week. These do not include seasonal staff, temporary staff, contractors, consultants, vendors etc.
Employee Growth Rate	Year on Year increase in the number of employees (Full time and Permanent employees only)
Average Employee Age Group	This refers to the average age group (range) within which most of the organization’s employees would fit.
Offer Drop %	Percentage of Employment Offers rejected
Employee Engagement Scores	We are referring to the Employee Engagement survey which is conducted every year in the organization. Calculated as number of respondents (employees who have responded to this area/shared this as a factor of engagement related to the organization) as a percentage of the total number of respondents.
Customer Satisfaction Scores	Customer Satisfaction Scores captured through a survey. This includes external customers only.