

Case Study 6: Logistics & Mobility – Embedding Coaching at Scale

Challenge Statement

A logistics and mobility company with a massive, distributed frontline workforce (drivers, warehouse staff) needed to drive a culture of safety and customer-centricity. Traditional top-down training was ineffective. The challenge was to embed sustainable behavioral change at scale.

Client Brief

- **Industry:** Logistics & Mobility
- **Employee Strength:** 8,000 employees, predominantly frontline.
- **Geographic Coverage:** Operations across 200+ hubs in South Asia.
- **Business Revenue & Status:** Revenue of ₹3,000 crores. Aiming to differentiate through superior service and safety records.

Proposed HR & Business Solution

We launched a "**Coaching Guild**" program to train and empower frontline managers as coaches.

1. **Leadership Development:** Designed a practical, hands-on coaching skills program for hundreds of frontline managers, focusing on giving feedback, active listening, and reinforcing desired behaviors.
2. **Culture & Values Integration:** Anchored the coaching framework to the company's core values of safety and customer first.
3. **Talent Development:** Provided managers with simple toolkits and conversation guides to conduct effective "check-ins" with their teams instead of traditional, punitive reviews.
4. **Organization Development:** Established a "Guild" of master coaches to sustain the practice, share best practices, and certify new coaches, creating a self-perpetuating system.
5. **Performance Management:** Shifted the performance dialogue from purely output-based to include behavioral metrics linked to safety and customer feedback.

Results

The initiative led to a measurable productivity lift and a 15% reduction in safety incidents within the first year. Employee engagement scores for frontline teams improved significantly, and customer complaints related to service delivery dropped by 25%.

Key Performance Indicators (KPIs)

Success KPIs Demonstrated:

- **Safety:** 15% reduction in reportable safety incidents.
- **Customer Service:** 25% reduction in service-related customer complaints.
- **Productivity:** Measurable lift in on-time delivery rates.
- **Manager Capability:** 80% of targeted managers certified in basic coaching skills.

Future Challenges & KPIs to Address:

- **Manager Turnover:** Annual frontline manager attrition of 20% creates a recurring certification need and risks diluting the coaching culture, requiring a plan for faster onboarding of new managers into the guild.
- **Measuring Behavior Change:** Quantifying the direct impact of coaching on soft skills remains a challenge, indicating a need for more sophisticated **Talent Analytics**.

Relevant HR Sub-functions Earmarked for this Intervention:

- Leadership Development
- Culture & Values
- Performance Management
- Organization Development
- Talent Development
- Talent Analytics