Building the Next Generation of Women Leaders at Genpact







Genpact is a global professional services firm that makes business transformation real. With an employee base of more than 100,000 people, Genpact serves Fortune 500 enterprises across 30 countries.

Diversity, equity, and inclusion are key cornerstones of Genpact's culture, and they help drive its purpose—the relentless pursuit of a world that works better for people. The company believes in a gender-balanced workforce and aims to achieve 50% gender diversity throughout the organization. To help achieve this bold ambition, Genpact launched the Women's Leadership Program (WLP) as a career accelerator to create a talent pool of highly skilled women leaders to be fast-tracked from assistant vice president (AVP) to vice president.

Designed in collaboration with Harvard Business Publishing and powered by Genome—Genpact's internal learning platform—WLP builds core competencies and enables women to learn, upskill, and become future-ready for an increasingly digital world.



CLIENT SUCCESS STORY

"The business case for launching a women's leadership accelerator program was clear to us from the start. Women make up half of the world's population, and our workplaces must reflect the world we live in. We are well on our way to having 50% gender diversity across all levels of our organization."

Stacy Simpson Global Leader, Corporate Responsibility, Diversity, Equity, and Inclusion, Genpact

CLIENT SUCCESS STORY

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BUSINESS CHALLENGE

> Create more gender diversity at senior levels



AUDIENCE

> Women leaders at the assistant vice president level

OFFERINGS USED

- > Virtual cohort-based learning experience
- > Harvard ManageMentor®
- > Harvard ManageMentor Spark®

IMPACT

- > Built core competencies in digital and people leadership skills
- > Increased confidence in leadership abilities
- > Created stronger networks
- > Shared new skills with their teams

Enabling Authentic Leadership

Every woman AVP is invited to engage in WLP. The program has three waves, which focus on building leadership and domain skills and generating impact for Genpact's clients. Each wave has its own evaluation criteria focused on application-based learning. From an initial group of 313 women, 55 successfully completed all three waves and graduated from the program in December 2021. From this final group, Genpact identified 43 high-potential leaders for a fast-tracked career path.

The first wave includes a self-paced learning experience featuring *Harvard ManageMentor*[®] and *Harvard ManageMentor Spark*[®] content. Curated learning pathways focus on agile methodology, storytelling, and executive presence.

A smaller cohort of participants then moved on to wave two, which combines self-study and engagement with senior Genpact leaders and the Harvard Business Publishing moderator. Three modules focus on strengthening networks, balancing agility and resilience, and becoming an authentic leader. The third wave of the program featured a business feasibility challenge in which WLP participants developed a viable solution to a real-time business challenge facing Genpact. They spent four weeks absorbing the learnings from the entire program to create a comprehensive business case.

The event was designed as a high-stakes, fast-pitch contest, and all participants went the extra mile to put their best and most innovative ideas forward. Each team presented well-researched and creative solutions for Genpact's top business challenges to Genpact's senior leaders and the Harvard Business Publishing team.

Through a mix of Genpact content and external perspectives, the participants acquired essential digital transformation skills while becoming more valuable client partners and influential people leaders. Access and exposure to senior leadership, alongside skill development and training, gave learners the opportunity to acquire new knowledge that they can apply to their ongoing projects.



"The aim of the Women's Leadership Program is much more than just creating a robust pipeline of women leaders. We want participants to break barriers, network with experienced leaders, and most importantly, take proactive ownership of their career trajectory."

Lavanya Shrinagesh Corporate Social Responsibility, Diversity and Inclusion Leader, Genpact

Leading with Confidence

The first cohort of WLP participants exceeded expectations. In a survey conducted at the end of the program, 91% of participants said the program increased their confidence in their leadership abilities.

With every wave, the learning became more intense and the evaluation criteria more stringent. Feedback from the supervisors of the participants showed that by honing digital skills and strategic thinking capabilities, the participants became more valuable in client engagements. Practical exercises and leadership simulations helped participants see the relevance of what they were learning and quickly put it into practice. For example, because they practiced core skills like storytelling, giving presentations, and influencing stakeholders, the participants learned how to become better partners to their clients.

Real Solutions for the Future of Work

The most exciting and motivational part of the program proved to be the business feasibility challenge in wave three. All the mentors, sponsors, and senior leaders were galvanized by the participants' innovative ideas and solutions. In fact, the Genpact senior leadership panel identified several solutions to implement in the business.

After running just one cohort of the program, the company identified 43 top-performing participants poised for growth. Genpact was so inspired by the success of this program that it decided to start a second cohort of WLP participants and will open applications in the second half of 2022.