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Leadership Development Pipeline Assessment Project

Objective

You are part of the HR Strategy & Leadership Development team tasked with preparing the groundwork for implementing the **Leadership Development Pipeline Assessment Project** in a mid-sized organization (approx. 1,500 employees). Your assignment is to conduct a **mock assessment** using provided sample data, analyze results, and recommend actionable insights for leadership pipeline development.

Task Components

Task 1: Current State Leadership Audit

Data Provided:

- Organization has 50 leadership positions (Senior Managers & above).
- 30 positions have identified successors, 20 do not.
- Out of 50 leaders:
 - 12 score **High** on Leadership Competency (avg. 85%)
 - 20 score **Medium** (avg. 65%)
 - 18 score **Low** (avg. 45%)
- Employee Engagement Survey (Leadership-related): **62% favorable score.**

Assignment Questions:

1. What is the **succession risk** for the organization (in %)?
 2. Create a **gap analysis table** comparing current vs. desired state.
 3. Identify 3 **priority areas** for immediate leadership development.
-

Task 2: 9-Box Grid & HiPo Identification

Data Provided (Sample Talent Pool – 10 employees):

Employee	Performance Rating (1-5)	Potential Rating (1-5)	Manager Feedback	Engagement Score (%)
A	5	5	Excellent initiative	92
B	4	5	Strong collaborator	88
C	3	2	Meets expectations	70
D	4	3	Reliable but cautious	75
E	5	4	Inspires team	90
F	2	2	Lacks consistency	60
G	4	4	Adaptive, quick learner	85
H	3	5	Seeks responsibility	80
I	5	3	High performer, less collaborative	78
J	2	4	Creative but underperforms	65

Assignment Questions:

1. Plot employees on a **9-Box Grid**.
2. Identify at least **3 High-Potential (HiPo)** employees and justify your selection.
3. Recommend **specific development actions** for “C, F, and J”.

Task 3: Competency Framework Mapping

Data Provided – Core Leadership Competency Scores (scale 1–5):

Competency	Current Avg	Desired Benchmark
Strategic Thinking	2.8	4.0
Decision Making	3.2	4.2
Communication & Influence	3.5	4.5

Competency	Current Avg Desired Benchmark	
Emotional Intelligence	3.0	4.3
Change Management	2.7	4.0
Team Building	3.3	4.4

Assignment Questions:

1. Identify the **three largest competency gaps**.
2. Recommend **training/coaching interventions** for each gap.
3. Suggest how these interventions should be prioritized across levels (executive, senior leader, mid-level manager, emerging leader).

Task 4: Coaching Program Pilot Planning

Data Provided:

- 25 participants selected (mix of current leaders & HiPos).
- Budget allows **12 months of coaching**.
- Each participant can receive **one type of coaching** based on role.

Assignment Questions:

1. Assign participants across **Executive, Senior, Mid-Level, Emerging, HiPo Coaching Programs** (use given structures).
2. Recommend at least **2 methods** (e.g., simulations, mentoring, workshops) for each program.
3. Define **success metrics** for evaluating coaching effectiveness after 12 months.

Task 5: 360-Degree Feedback Pilot

Data Provided (Pilot Group – Avg. Scores, scale 1–5):

Dimension	Baseline Avg Desired Score	
Strategic Vision	3.1	4.0

Dimension	Baseline Avg Desired Score	
Collaboration	3.5	4.3
Communication	3.2	4.2
Coaching Others	2.9	4.0
Ethical Leadership	3.8	4.5

Assignment Questions:

1. Identify top **2 development needs**.
2. Draft a **2-step action plan** for closing these gaps.
3. Suggest how feedback confidentiality should be maintained.

Task 6: ROI & Success Metrics

Data Provided:

- Current external hiring for leadership roles costs: **₹25 lakhs annually**.
- Leadership turnover costs: **₹15 lakhs annually**.
- Estimated cost of Leadership Pipeline Program (Year 1): **₹20 lakhs**.
- Expected benefits:
 - 40% reduction in external hiring cost
 - 30% reduction in leadership turnover cost
 - 20% increase in leadership effectiveness

Assignment Questions:

1. Calculate the **annual financial savings** (₹) after program implementation.
2. Compute **ROI %** = (Net Benefit ÷ Investment) × 100.
3. Suggest 2 **qualitative success indicators** beyond financial metrics.

Expected Outcomes (Deliverables)

- Succession Risk Report & Leadership Gap Analysis
- 9-Box Grid with HiPo Identification Justification
- Competency Framework Gap & Intervention Plan
- Coaching Program Allocation & Success Metrics
- 360-Degree Feedback Action Plan
- ROI Calculation & Success Indicators

👉 This assignment mimics a **real organizational consulting project**, giving learners practice in **data-driven leadership analysis, HR strategy, and applied decision-making**.

Organizational Culture Transformation Simulation – Assessment & Design

🎯 Assignment Objective

Participants will analyze simulated organizational culture data, identify gaps, and design initial intervention strategies. This task prepares them to apply diagnostic and planning tools outlined in the project framework.

📊 Provided Dataset

Sample Organizational Culture Survey Data (100 Employees)

Employee ID	Mission Clarity (1-5)	Values Alignment (1-5)	Communication Effectiveness (1-5)	Innovation Encouragement (1-5)	Change Readiness (1-5)	Engagement Score (1-100)
E001	4	3	2	2	3	58
E002	2	2	2	1	2	42
E003	5	4	3	3	4	76
E004	3	2	2	2	2	50

Employee ID	Mission Clarity (1–5)	Values Alignment (1–5)	Communication Effectiveness (1–5)	Innovation Encouragement (1–5)	Change Readiness (1–5)	Engagement Score (1–100)
E005	4	3	3	4	4	72
...	...	...	...	...	...	...
E100	2	1	2	1	1	35

(Dataset includes 100 rows; above shows sample. A full CSV can be provided if you'd like.)

Task Instructions

Phase 1: Assessment & Diagnosis

1. Data Analysis:

- Calculate average scores for each dimension.
- Identify top 3 strengths and top 3 weaknesses.
- Segment responses by engagement score (e.g., High: >70, Medium: 50–70, Low: <50).

2. Gap Analysis:

- Compare current state scores to target benchmarks (assume target is ≥ 4 on all dimensions).
- Highlight the largest gaps (e.g., Communication Effectiveness = 2.3 avg vs. target 4).

3. Qualitative Insights:

- From sample interview transcripts (provided below), extract recurring cultural themes.

Sample Interview Extract – Leadership

- “We talk about innovation, but risk-taking isn’t really rewarded.”
- “Communication from top to bottom often gets lost.”

Sample Interview Extract – Employees

- *“Managers say collaboration is important, but recognition always goes to individuals, not teams.”*
 - *“The mission sounds great on posters, but in practice, people just focus on targets.”*
-

Phase 2: Planning & Design

4. Define Target Culture:

- Suggest 3 core values with definitions and observable behaviors.
- Draft communication norms (e.g., weekly cross-team huddles, transparent decision updates).

5. Intervention Proposal:

- Recommend 2 interventions for leadership, 2 for employees, 2 for communication.
 - Identify possible resistance and propose mitigation strategies.
-

Deliverables

1. Assessment Report (2–3 pages):

- Summary of survey data insights
- Gap analysis chart (current vs. target)
- Key qualitative findings

2. Culture Design Proposal (2–3 pages):

- Target culture definition (values, norms, expectations)
- Intervention strategy outline
- Resistance management plan

3. Presentation Deck (5–7 slides):

- Visual summary of findings and recommendations
-

Evaluation Criteria

- Accuracy of data analysis (25%)
- Clarity in identifying cultural gaps (25%)
- Creativity and practicality of intervention design (30%)
- Quality of documentation & presentation (20%)

Comprehensive Diversity & Inclusion (D&I) Program Development

Objective

To design and present a **D&I strategy and implementation plan** using organizational data, aligning with the **four-phase D&I Strategic Implementation Model** (Assessment → Development → Implementation → Measurement & Optimization).

◆ Part 1: Baseline Assessment (Data Analysis Task)

You are provided with sample workforce and engagement survey data (below). Analyze the data to identify diversity gaps, inclusion challenges, and cultural strengths.

Dataset A: Workforce Demographics

Department	Total Employees	% Women	% Minority	Ethnic % PwD (Persons with Disability)	Avg Tenure (years)
Executive Team	10	10%	0%	0%	8.5
Senior Management	25	20%	8%	0%	7.2
Middle Management	60	32%	15%	3%	6.1
Staff/Employees	200	45%	28%	2%	4.5
Interns	30	50%	40%	5%	1.0

Dataset B: Employee Inclusion Survey Results (Scale 1–5)

Statement	Overall Avg	Women	Minority	PwD	Executive Team	Staff
"I feel included in decision-making."	3.2	2.8	2.9	2.7	4.0	3.0
"My contributions are valued and respected."	3.5	3.1	3.0	2.8	4.2	3.3
"I believe leadership demonstrates commitment to D&I."	3.0	2.7	2.8	2.5	3.8	2.9
"I feel safe to speak up without fear of negative outcomes."	3.3	3.0	2.9	2.6	3.9	3.2

Task:

1. Analyze the data to highlight **gaps in representation and inclusion perceptions**.
2. Identify **two priority problem areas** for intervention.
3. Create a **visual dashboard mock-up** (table, chart, or narrative summary).

◆ Part 2: Strategic Development

Using your analysis, outline a **D&I Strategic Plan** with the following elements:

- Vision and goals (linked to business outcomes)
- 3–4 strategic initiatives (e.g., leadership training, recruitment redesign, policy updates, ERG formation)
- Inclusive leadership competency model (skills/behaviors to be developed)

◆ Part 3: Training Program Design

Design an **Unconscious Bias Training** and **Inclusive Leadership Development Program** (choose one).

- Define learning objectives.
- Suggest format (workshops, coaching, e-learning).
- Include one sample activity/exercise.

- Map effectiveness measurement using **Kirkpatrick's Four Levels**.
-

◆ **Part 4: Policy Framework & Governance**

Draft **two policy recommendations** that address systemic barriers (e.g., recruitment bias, performance evaluation fairness).

- Suggest governance roles (Executive Sponsor, D&I Council, Departmental Champions).
 - Define accountability measures.
-

◆ **Part 5: Measurement & ROI Analysis**

1. Propose **3–5 KPIs** for monitoring progress (representation, inclusion, engagement, innovation).
 2. Estimate potential **ROI of D&I program** using this scenario:
 - Cost of D&I program (training, policy, governance): **\$500,000 annually**
 - Benefits to estimate:
 - **Reduced turnover costs:** 5% improvement = \$250,000 saved
 - **Productivity gains:** 3% improvement = \$180,000
 - **Innovation impact:** \$200,000 revenue growth
 - Calculate **Net ROI %**.
-

◆ **Deliverables**

1. **Assessment Report** – Gaps, challenges, visuals.
 2. **D&I Strategic Plan (2–3 pages)** – Vision, initiatives, leadership model.
 3. **Training Program Design (1–2 pages)** – Objectives, activities, measurement plan.
 4. **Policy Recommendations (1 page)** – Policies, governance, accountability.
 5. **Impact Dashboard & ROI Analysis (Excel/Table/Chart)** – KPIs, ROI % calculation.
-

◆ Expected Learning Outcomes

By completing this assignment, learners will be able to:

- ✓ Conduct **D&I workforce and culture assessments** using data.
- ✓ Develop a **strategic D&I roadmap** aligned with business performance.
- ✓ Design **evidence-based training programs** and measure effectiveness.
- ✓ Draft **policies and governance structures** for systemic inclusion.
- ✓ Evaluate **ROI and organizational outcomes** of D&I initiatives.

Digital Maturity Assessment and Transformation Roadmap for SMEs

🎯 Objective

You are tasked with preparing a **Digital Maturity Assessment Report and Roadmap** for a mid-sized enterprise (SME). The goal is to evaluate its current digital maturity across six dimensions, identify key gaps, and propose a **3-phase roadmap** that maximizes ROI while addressing organizational barriers.

Part 1: SME Profile (Case Data Provided)

Company Name: BrightTech Manufacturing Pvt. Ltd.

Industry: Industrial Equipment Manufacturing

Employees: 420

Annual Revenue: \$45M

Markets: India, Southeast Asia, and Middle East

Digital Profile (Initial Data):

- **Digital Business Strategy:** No formal digital roadmap, IT budget is 2% of revenue, leadership alignment score = 5/10.
- **Digital Readiness:** 65% systems on legacy platforms, cloud adoption = 30%, cybersecurity incidents = 4 in last 12 months.
- **Human-Centric Digitalisation:** 40% employees lack basic digital skills, training completion = 35%, leadership commitment index = 6/10.
- **Data Management:** Scattered data across Excel sheets and local servers, data quality score = 5/10, no centralized analytics platform.

- **Automation & AI:** Only payroll automated, invoice cycle takes 15 days, error rate = 12%, AI adoption = 0%.
 - **Green Digitalisation:** No formal sustainability KPIs, energy efficiency initiatives not tracked, Green ICT maturity = “Basic”.
-

Part 2: Tasks

Task 1: Digital Maturity Scoring

Using the **five maturity levels (Basic → Discovery → Developed → Integrated → Leadership)**, rate BrightTech across all **six dimensions**.

- Provide a short justification for each rating.
 - Visualize results in a **radar/spider chart**.
-

Task 2: Gap Analysis

Compare current state with **target KPIs** (from the provided framework). Identify at least **three biggest transformation gaps** (e.g., strategy alignment, automation, skills).

Prepare a **Gap Analysis Table**:

Dimension	Current Score	Target KPI	Gap Identified	Risk if Unaddressed
Example: Human-Centric	Skills score 5/10	>7/10	40% employees lack digital literacy	Resistance to new tech

Task 3: Barrier Identification & Solutions

From the **Barriers Framework**, identify **2-3 barriers most critical** for BrightTech.

- Suggest **specific solutions** (e.g., phased investments, targeted training, cloud migration).
-

Task 4: 3-Phase Roadmap Development

Using the **Roadmap Template**, design a **custom roadmap for BrightTech**:

- **Phase 1 (0-6 months):** Quick wins (assessment, cloud migration, skills training).
- **Phase 2 (6-18 months):** Core integration (ERP, CRM, automation of finance/HR).
- **Phase 3 (18-36 months):** Optimization (AI adoption, digital culture, supply chain automation).

Prepare a **table with milestones, KPIs, investment range, and success metrics.**

Task 5: ROI & Payback Analysis

Estimate ROI using the **Investment & ROI Table:**

- Assume BrightTech invests **\$300,000 total over 3 years.**
- Use conservative benefit estimates (~\$850,000/year).
- Calculate **ROI %** and **payback period.**

Show calculation clearly.

Task 6: Final Recommendations (Short Report)

Prepare a **2-page executive summary:**

- BrightTech's **current digital maturity snapshot**
 - **Top 3 gaps and risks**
 - **Roadmap highlights**
 - **Expected ROI & business value**
-

Expected Deliverables

1. Digital Maturity Assessment (scoring + chart)
2. Gap Analysis Table
3. Barrier-Solution Mapping
4. Transformation Roadmap (3 phases)
5. ROI Calculation (with assumptions)

6. 2-page Executive Summary Report



Outcome of Assignment:

By completing this task, participants will demonstrate their ability to:

- Apply digital maturity frameworks to SMEs
- Conduct structured gap analysis
- Translate findings into a practical transformation roadmap
- Quantify ROI and communicate value to leadership

Change Management Framework Simulation for Technology Implementation



Objective

You are a **Change Management Consultant** hired to ensure smooth adoption of a new ERP system at **Alpha Manufacturing Ltd.** Your task is to apply the **five-phase change management framework** (Assessment → Foundation → Training → Implementation → Adoption) and the **ADKAR model** to design, evaluate, and optimize the change journey.



Company Profile (Case Data)

Company Name:	Alpha Manufacturing Ltd.
Industry:	Automotive Components
Employees:	750
Annual Revenue:	\$80M
Technology Implemented: ERP system for Finance, HR, and Supply Chain	

Initial Observations:

- 55% employees unaware of ERP benefits
- Leadership alignment score: **3.8/5**
- Training completion in pilots: **70%**

- Resistance incidents: **12% of workforce**
- Process error rate (before ERP): **18%**
- Pilot adoption rate: **62%**
- Target adoption (6 months): **>90%**

 Provided Sample Data

1. Change Readiness Survey (100 Employees – Sample Extract)

Employee ID	Awareness (1–5)	Desire (1–5)	Knowledge (1–5)	Ability (1–5)	Reinforcement (1–5)	Resistance Level (Low/Med/High)
E001	2	3	2	1	1	High
E002	4	3	3	2	2	Medium
E003	5	4	4	3	3	Low
E004	3	2	2	2	2	Medium
E005	4	4	3	3	2	Low

(Dataset includes 100 rows; sample shown above. Full CSV can be generated if required.)

2. Training Metrics (Pilot Phase)

Training Type	Completion Rate	Competency Score	Application Rate
Leadership Training	92%	4.1/5	78%
Change Champion Training	88%	4.0/5	82%
End-User Foundation Training	70%	72%	65%
Advanced User Training	55%	68%	60%

3. Success Factor Scoring

Success Factor	Weight (%)	Current Score (1–5)	Target Score (1–5)	Weighted Current	Weighted Target
Leadership Commitment	20	4.0	4.5	0.80	0.90
Communication Effectiveness	15	3.6	4.5	0.54	0.68
Training Quality	15	3.7	4.5	0.56	0.68
Change Champion Network	10	3.8	4.3	0.38	0.43
Resistance Management	10	3.5	4.2	0.35	0.42
Technical System Quality	15	4.2	4.6	0.63	0.69
Resource Adequacy	10	3.7	4.2	0.37	0.42
Organizational Readiness	5	3.5	4.0	0.18	0.20

Task Instructions

Task 1: ADKAR Assessment

- Calculate average **Awareness, Desire, Knowledge, Ability, Reinforcement** scores from survey data.
- Identify weakest 2 stages (e.g., Awareness = 2.9, Reinforcement = 2.2).
- Create a **bar chart** of ADKAR stage scores vs target benchmarks.

Task 2: Gap Analysis

Prepare a table:

Area	Current Metric		Target Metric	Gap Identified	Risk if Ignored
End-user training	70% completion		95% completion	-25% gap	Low adoption
Resistance mgmt.	12% cases	resistance	<5% of workforce	+7% gap	High attrition
Communication reach	65% achieved	awareness	>90% reach	message -25% gap	Confusion, delay

Task 3: Communication Plan Design

Using the **Communication Strategy Framework**, design a **multi-channel plan** for Alpha Manufacturing:

- Define messages for **Executives, Managers, End-users, Change Champions**.
- Assign channels (email, townhalls, intranet, peer groups).
- Suggest frequency (weekly, daily, monthly).

Task 4: Training Effectiveness Review

- Apply the **Kirkpatrick Model** to provided training metrics.
- Identify where the training pipeline is breaking (e.g., End-user training → poor application rates).
- Recommend **3 corrective measures** (e.g., microlearning modules, just-in-time support, power user mentoring).

Task 5: Resistance Management Strategy

- Categorize top **resistance types** (Emotional, Technical, Organizational).
- Suggest mitigation actions and resolution timelines.

Task 6: Roadmap & Success Metrics

- Build a **5-phase roadmap (Assessment → Optimization)** with milestones, KPIs, and success criteria.
 - Estimate expected ROI (assume: **\$400,000 investment, \$1.2M benefit in 2 years**).
 - Calculate ROI% and payback period.
-

Deliverables

1. **ADKAR Assessment Report (2 pages)**
 2. **Gap Analysis Table + Charts**
 3. **Communication Strategy (1-2 pages)**
 4. **Training Effectiveness Review (2 pages)**
 5. **Resistance Management Plan (1 page)**
 6. **Roadmap + ROI Report (2 pages + visuals)**
 7. **Presentation Deck (5-7 slides)**
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Evaluation Criteria

- Accuracy of data analysis (25%)
 - Alignment with ADKAR & framework principles (25%)
 - Creativity and practicality of interventions (25%)
 - Clarity of reporting & presentation (25%)
-

Outcome of Assignment: Participants will learn to:

- Diagnose adoption barriers using **data-driven ADKAR analysis**
- Create **targeted communication & training plans**
- Apply **resistance management frameworks**
- Build a **phased roadmap with ROI justification**