

FROM EXECUTION TO OVERSIGHT
CASE STUDY #01

WE CHOSE TO BUILD TALENT. NOT BUY EXPERIENCE.

A case study in building capability for long-term growth.

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THE TALENT MARKET WAS CHANGING

As established GCCs expanded in India, competition for experienced technology professionals intensified.

BUY EXPERIENCE

Hire experienced engineers from the market.
Immediate capacity
Higher lateral dependence

BUILD CAPABILITY

Develop our own engineering Talent.
Slower initial ramp-up
Long-term organisational knowledge

Which approach creates a more resilient business?

WE CHOSE TO BUILD

Instead of competing primarily for experienced talent, we built our own capability pipeline.

**AI & TECHNOLOGY
ADAPTABILITY**

Ability to learn and adapt to changing technologies.

NICHE TECHNICAL SKILLS

Develop skills aligned to specialised project requirements.

STRUCTURED DEVELOPMENT

Training, mentoring and progressive responsibility.

PROJECT EXPOSURE

Learn through real customer and delivery environments.

The objective wasn't simply to create an entry-level workforce. **It was to create a future-ready talent pipeline.**

BUILDING TALENT TAKES TIME.

The decision required us to trade short-term speed for long-term capability.



~1 YEAR

of sustained development
Training • Mentoring • Supervision • Patience

We didn't optimise for the fastest hiring solution.
We invested in capability that could compound over time.

THE INVESTMENT STARTED PAYING BACK

The teams began accumulating something that cannot be hired overnight.

ORGANISATIONAL KNOWLEDGE.

01 — DOMAIN KNOWLEDGE

Technical + business context

02 — CUSTOMER CONTEXT

Requirements + ways of working

03 — PROJECT EXPERIENCE

Knowledge gained through delivery

04 — INSTITUTIONAL KNOWLEDGE

Knowledge retained within the organisation



The investment was no longer just about hiring.
It was about building resilience.

THE QUESTION CHANGED

THE OLD QUESTION

How do we hire the engineers we need today?

A short-term capacity problem.

THE NEW QUESTION

What capabilities will our business need three years from now — and how do we build them?

A long-term capability and resilience question.

TALENT STRATEGY IS BUSINESS STRATEGY.

WHAT WOULD A BOARD ASK?

The operational decision becomes a governance question when viewed from the boardroom.

01 — Are we building the skills we'll need tomorrow?

02 — How dependent are we on lateral hiring?

03 — What happens when experienced talent leaves?

04 — Does our people strategy support our growth strategy?

05 — Are we building resilience — or simply filling vacancies?

The operational decision becomes a governance question when viewed from the boardroom.

From managing today's workforce → to governing tomorrow's capability

FROM MANAGING TODAY'S WORKFORCE TO GOVERNING TOMORROW'S CAPABILITY

Engineer

How do we solve today's problem?

Business Leader

What capability will prevent this problem from recurring?

Board

Is the organisation building the capability and resilience required for its future?

More case studies from my journey from execution to oversight.

Rajesh Kumar Sathynarayana
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