

HUMAN SYNERGISTICS CASE

From Misdiagnosis to Transformation:
**How MARG Helped a Leading
Healthcare Platform Solve a Deeper
Organizational Challenge**



The Challenge

A reputed online digital healthcare platform with 2,000+ employees across 22 centers in India believed it had a manager problem. The company had already invested in multiple training programs, but employee engagement surveys continued to indicate manager training was a need.

Most managers were experienced lateral hires from respected organizations. Focus group discussions did not reveal strong employee dissatisfaction with managers. But all signs pointed in the same direction—managers. Something didn't add up.

The Turning Point

When MARG engaged with the leadership team, the recommendation was clear: don't just treat symptoms—find the root cause. Instead of running another generic training program, MARG proposed a deeper assessment of the organization's culture and climate using the **Human Synergistics** methodology.

The Discovery

The assessment uncovered that the real issue wasn't about individual manager capability—it was about organizational clarity and structure.

Key gaps included:

- Lack of clarity in roles and responsibilities
- No formal competency frameworks
- Missing job descriptions for most roles
- No consistent criteria for hiring, promotions, or terminations

Without these foundational elements, employees experienced uncertainty and inconsistency in processes, which they perceived as “manager issues” in the surveys. Standard engagement surveys simply weren't designed to detect these deeper systemic problems.



The Solution

MARG designed and delivered a targeted intervention to address the root causes:

- **Change communication:** Rolled out clear messaging about why the changes were necessary, using the Prosci change management methodology.
- **Organizational design:** Conducted extensive focus group discussions and interviews to map existing practices.
- **New frameworks:** Developed competency frameworks for 40+ roles and job descriptions for 45+ roles across the organization.
- **Manager enablement:** Facilitated workshops and coaching sessions to help managers adopt and use the frameworks for recruitment, performance management, and career progression.

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The Impact

By addressing issues with the organizational systems rather than focusing solely on individual skills, the company achieved:

- **Clearer role expectations** for every employee.
- **Consistent, transparent talent processes** for hiring, promotions, and performance evaluation.
- **Better manager-employee alignment**, reducing misunderstandings and friction.
- **A stronger organizational culture**, with climate improvements as a natural outcome.

The Lesson

Sometimes, what appears to be a “people problem” is actually a “systems problem.” By looking beyond surface-level indicators and investing in cultural diagnostics, organizations can address root causes—and unlock lasting change.

What’s really driving your workplace culture? Let us help you uncover hidden barriers and create the conditions for lasting success.

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