



Developing and mentoring leaders: A transformation story

CAFRAL Advanced Leadership Program
November 21, 2013

ICICI: Transformation drivers

Brand identity

Technology capital

Speed capital

Human capital

Culture/ structure

These strategic drivers enabled ICICI Bank to achieve market dominance

Human capital

Groom leaders

Test

Experiment

Challenge

Teach and coach

Build a meritocracy

Attract the best talent

Agile

Leverages technology

Challenges status quo

Passionate

Culture and structure

Entrepreneurial and collaborative culture

Moved from individual driven to more collaborative

Networked, flexible and amorphous structure

Continuous re-evaluation to meet business objectives

Enable innovation and encourage out of the box thinking

The way we went about it

Getting the structure right

Had to go through multiple changes

Deep structural change in the first five to six years

Need to adapt for

Changing business scenarios

Additional product lines

Structure change causes organisational cracks

Getting the structure right

Managing structural change

Organisation structures: as living organisms

Should not be seen as boxes, or cages!

The tyranny of verticals

Structure facilitates relationships

Enables identification of emerging leaders

Identifying emerging leaders

Bottom-up process

Leadership is not a top down exercise
Identifying potential, fast tracking identified people is a bottom up process

Prerequisites

Allow people to be showcased
Meritocracy
Appropriate opportunities

Getting the leadership structure right

Golden handshake

Weeding out process

Creation of opportunities

Took bets on people ahead of time

Put people in jobs many times larger than proven abilities

There were mistakes too but only a small fraction

Introduced meritocracy

Rigorously adhered to it

Young leadership core brought in

Most senior leadership was less than 35 years in 1997

Leadership potential identified early

Entire leadership core monitored closely

Looked at leaders who emerged from core

MD spent 25% of time in leadership mentoring

The organisation grew from less than 2,000 to above 1,00,000 in 5-7 years till 2005

... all this required handholding

Passion for creating capable leadership

Created and sustained momentum – became part of culture

Grooming leaders

Done by

Challenging assignments

Setting objective goals

Rigorous evaluation

Resetting of goals

Initially closely supervised

And, at the earliest (typically after six months) moved to a quarterly target

Mentoring

High personal investment

Facilitate

Challenge to the next level – push promising people hard

Support

Allowances for failure to back people when something fails

360 degree feedback based on word of mouth

Testing the core

As leadership core pyramid evolved, introduced 360 degree evaluation and feedback

Worked on building a leadership style

To meet existing and new opportunities

A basic principle followed was to have testing of each emerging leader

Testing on the job

Push and challenge

My learnings

Looking ahead

Transformational change to continue

Economic growth and shifts in technology

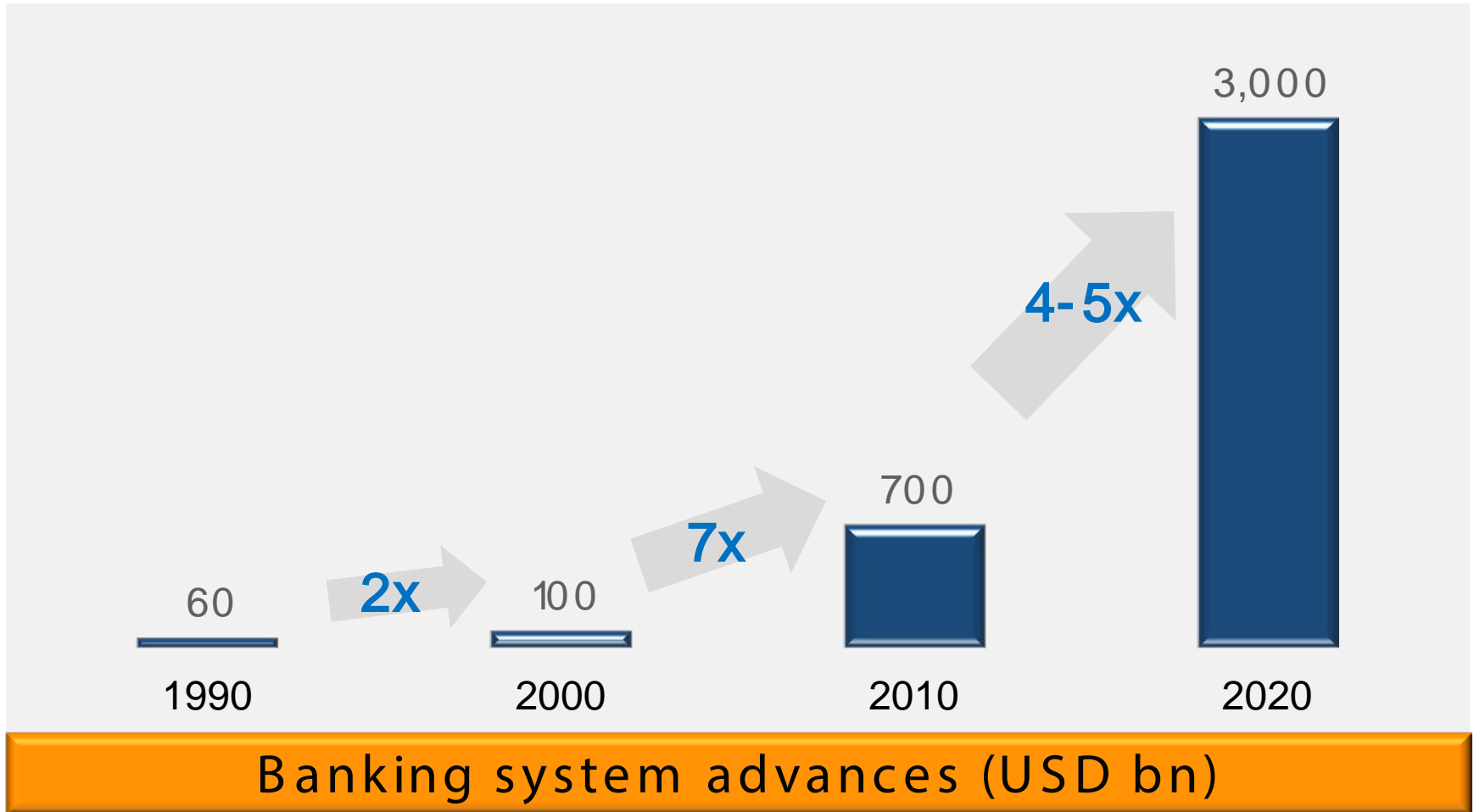
Evolving regulatory expectations

Deeper relationships with customers

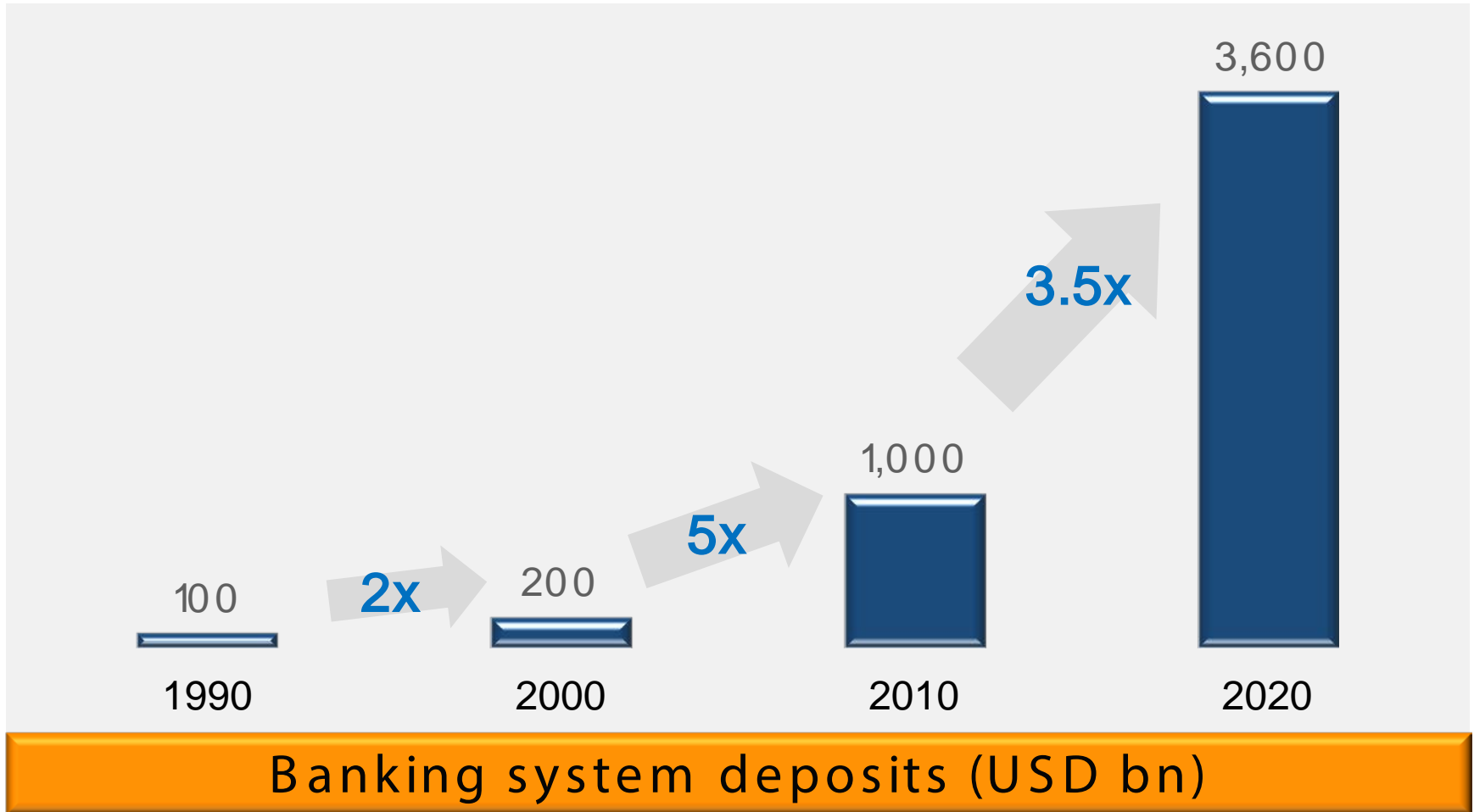
Increasing global integration

Risk management capabilities

Looking ahead



Looking ahead



Thank you