



# 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

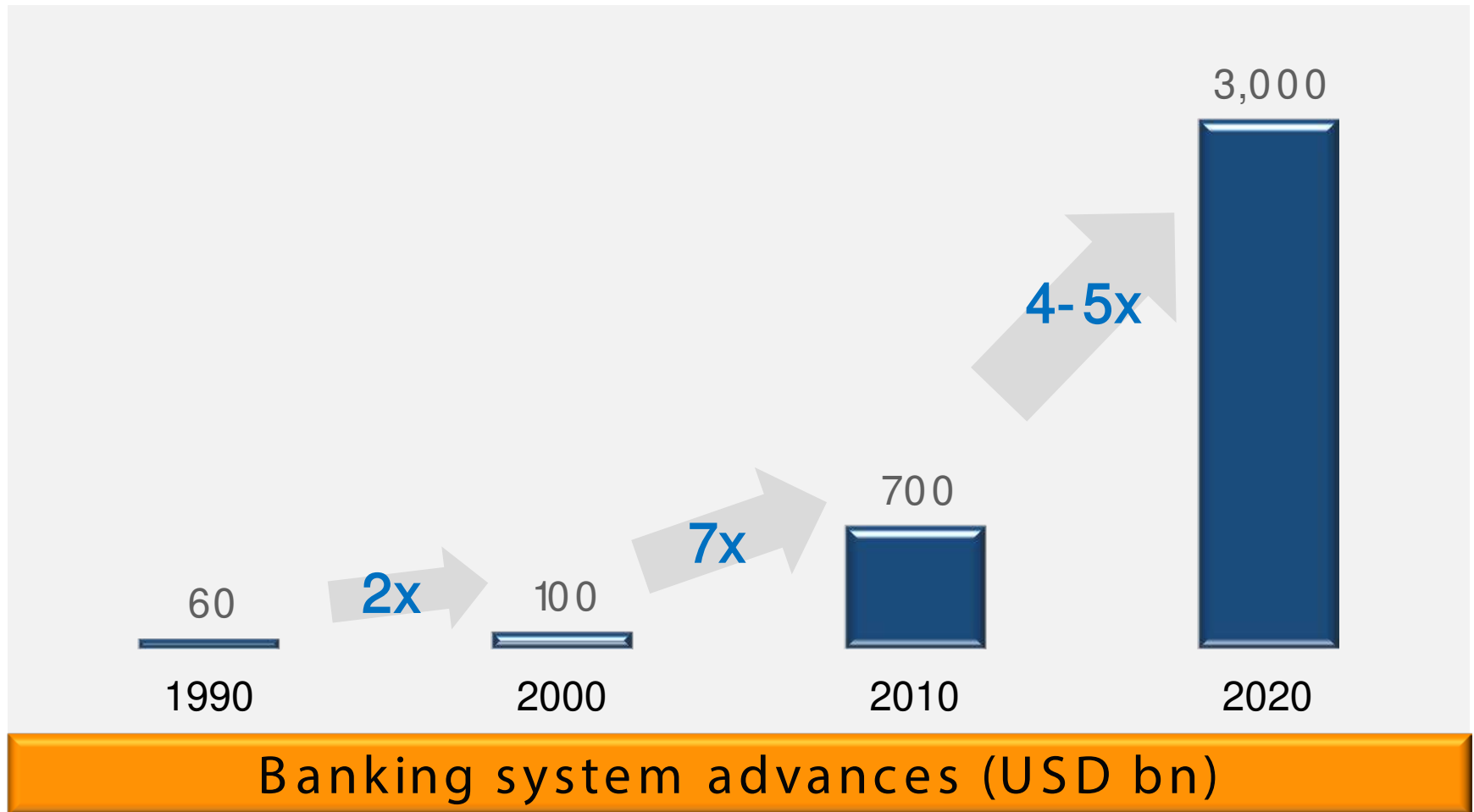
Evolving regulatory expectations

Deeper relationships with customers

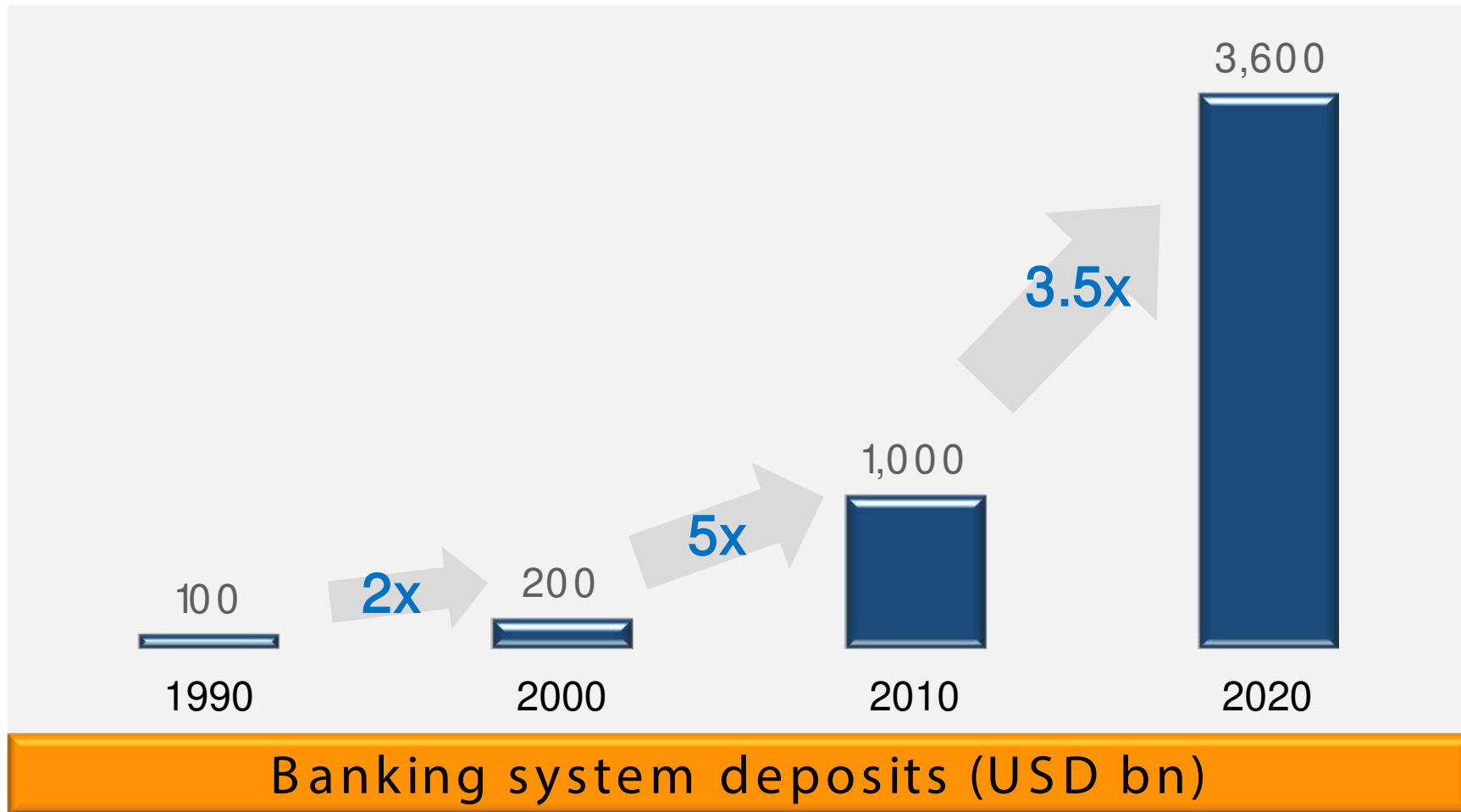
Increasing global integration

Risk management capabilities

# Looking ahead



# Looking ahead



Banking system deposits (USD bn)

**Thank you**