

ICICI Lombard’s Work and Me Creates Highly Customized Learning Plan

ICICI Lombard and Chrysalis
Best New Hire Onboarding Program
January 2023



Company Background



Company-at-a-Glance	
Headquarters	Mumbai, INDIA
Year Founded	2001
Revenue	INR 143.2 billion (Gross Written Premium)
Employees	10,236
Global Scale (Regions that you operate in or provide services to)	Primarily India with 276 branches, 840 virtual offices, 19000 partner networks, and 59,545 Individual Agents (including POS)
Customers/Output, etc. (Key customers and services offered)	<p>The firm offers policy insurance and renewal through its intermediaries and website. It markets assurance products including Car Insurance, Health Insurance, International Travel Insurance, Overseas Student Travel Insurance, Two-Wheeler Insurance, Home Insurance and Weather insurance. We deliver our products and services and cater to our stakeholders through four main business clusters:</p> <ul style="list-style-type: none"> • Corporate Solutions Group • Government and Rural Business Group • Retail Group <p>Shared Services</p>
Industry	Insurance
Stock Symbol	NSE: ICICIGI
Website	www.icicilombard.com

Company Background



Company-at-a-Glance	
Headquarters	Gurugram, INDIA
Year Founded	1995
Revenue	
Employees	~80
Global Scale (Regions that you operate in or provide services to)	Chrysalis is based out of India servicing and partnering with clients globally.
Customers/Output, etc. (Key customers and services offered)	<p>Chrysalis is a 26-years old, Results-based Learning™ organization that caters to customers across industries such as banking and finance, insurance, IT, Manufacturing, Services. The key services are Learning Consulting, Leadership Development, Professional Enhancement, Performance Improvement, and Technology-based Learning. Chrysalis creates bespoke learning solutions that create a business impact by identifying behaviors that need to change and leveraging organizational systems and processes to trigger that change.</p> <p>At Chrysalis, Results-Based Learning™ is about driving measurable impact through concentrated capability building using the existing ecosystem in an organization. Through our service lines, we create, develop and deliver capability-building interventions across different modes that lead to business impact.</p>
Industry	Human Resources
Website	www.chrysalis.in

Budget and Timeframe

Budget and Timeframe	
Overall budget	12,00,000 INR
Number of (HR, Learning, Talent) employees involved with the implementation?	03
Number of Operations or Subject Matter Expert employees involved with the implementation?	05
Number of contractors involved with implementation	01
Timeframe to implement	NA
Start date of the program	April 2012

Business Conditions and Business Needs

ICICI Lombard General Insurance Company Limited is one of the leading and established private-sector general insurance companies in India. We offer our customers a comprehensive and well-diversified range of products and risk management solutions through multiple distribution channels, with a constant focus on value enhancement.

Transforming an organization’s capability & business outlook is no small feat. And ICICI Lombard has grown year on year to become a market player in the General Insurance Industry in India. Much has changed in the general insurance industry in India over the past 15 years. The introduction of regulatory changes starting with de-tariffing and policy changes on Motor Third Party pool have affected the way Companies operate. This led to market leaders like ICICI Lombard to focus on innovative solutions and practices that will lead to customer benefits as well as profitable growth.

An organization is simply a unified identity given to a large team of individuals playing significant roles at every level. Our existence is defined by our employees. Even as we hope for normal times to return at the earliest, at ICICI Lombard, we are treating the current phase as a great learning experience, the lessons of which would stay with us for years to come. We hope to continue strongly and swiftly in our endeavor to build a robust and sustainable business while emerging as a conscientious corporate citizen inspiring responsible change. In our view, this pandemic will have far-reaching implications on consumers, businesses, and society at large. The immediate impact and responses have been played out; however, the real transformation is a journey that has just begun. We

strongly believe that the world on the other side of this crisis is a physical one that blends the best of physical experiences, with the convenience of digital tools. As an organization, ICICI Lombard prepared for new ways of working, with hybrid working, greater choice and flexibility to employees becoming the norm that resulted in re-designing of organization structure, design, policies, and practices. We also accordingly enhanced our insurance solutions suite to make them conveniently available and laden with self-service capabilities for our customers, further automating our distribution applications for channel partners while transforming ourselves as an organization for our employees.

Another business transformation was occurring at ICICI Lombard during 2020-2021. The journey also consisted of the proposed integration of Bharti AXA General Insurance into our business franchise. The consolidation will create value for the Insurance industry and our stakeholders. This step will not only strengthen our business growth model but also add meaningful scale to our capabilities and reach, enabling us to serve our customers as one integrated ICICI Lombard team.

Given the workplace and business transformations happening over the course of the last 1.5 years at ICICI Lombard, the organization did not lose sight of keeping up the momentum of culture-building. ICICI Lombard leverages various mediums to inform, communicate, align and educate employees about Vishvas, the organization's guiding principles, ensure alignment of employees with organizational priorities and the dynamic needs and expectations of key external and internal stakeholders. These principles help build a collective mindset, a key enabler to drive common organizational goals.

At ICICI Lombard, our employees with their collective knowledge, skills, experience and abilities are the driving force behind our success. Hence, we had to also pivot our people practices in the last two years to meet the rapidly changing business needs, the unprecedented pace of technological change, emerging business models, demographic shifts and above all, new ways of working.

The impetus has been placed on building robust talent management processes across the entire landscape right from hiring the right fit to developing talent for higher productivity to creating an overall engaged workforce. This is a dynamic ongoing process with multiple sub-processes with digitization at the core. To adapt to the changing work norms, agile methodologies were leveraged to enable smooth transition to flexible, virtual working to ensure high performance. Our Vishvas values further acted as the compass for our employees across levels to deliver their responsibilities towards internal and external customers effectively. With changes happening across the world, it was also crucial to develop talent and learning strategies that would fit in today's world of hybrid and virtual working. The key learning philosophy at ICICI Lombard focuses on developing employees for better performance on the job and building their readiness for higher responsibilities.

The Learning Agenda at ICICI Lombard is strongly aligned to business priorities identified at the beginning of the year and is co-owned and shared by the Business Leaders and 300+ Learning Council members and effectively strategized and executed by the Talent, Learning, and Culture (TLC) team.

Having said that, capability development and enhancement is always “Work in Progress” in a progressive organization. In context of our organization, two major developments have been happening:

- Integration of BAGI (Bharati AXA General Insurance)
- Hybrid ways of working

One of the key feedback items from Business Leaders during ICICI Lombard’s NEEV program (onboarding journey for new hires) was to look at Capability Enhancement aspects considering these two major developments. The integrated workforce comes from two different organizations and the integration happened during the times of remote/hybrid working. The questions were “How do people feel about the culture of the organization when they don’t see each other in person?” Especially New Hires.

Work and I started 10 years back with the intention of covering all the employees in Band 5 (entry level employees at ICICI Lombard). This was achieved in 1.5 year and 5000+ employees were covered. Post the success of the roll-out, it was introduced as an Onboarding Program for all Band 5 employees except for CRT, Motor and Retail Insurance. It was introduced as the Onboarding program in Code Orange.

To create a diligent and transparent way of building up the pipeline, ICICI Lombard decided to create a certification structure. The organization boasts of an Integrated 3 Level Knowledge Certification & one Behavioral certification which is unique as far as the industry is concerned. This 3 Level certification structure is a model which is self-sustaining in nature and is available for each employee. The 3 levels are:

1. Code Orange: This is the threshold level certification which is mandatory for every new employee to complete within 6 months of their joining and is linked to the confirmation of their services with the organization. Code Orange involves a combination of e-learning or mobile learning modules and classroom training sessions. While there are certain specific e/m -learning modules which every employee needs to complete owing to regulatory requirements, other modules that each employee must complete depend on the function/vertical and hierarchy level (or Band) to which they belong.
2. Code Maroon: This is the next advanced level certification which is open for all employees who are Code Orange certified, new joiners as well as vintage employees included. Achieving the Code Maroon certification requires an

- employee to clear 3 consecutives internally conducted exams – Knowledge Aptitude Test 1, Knowledge Aptitude Test 2 and Knowledge Aptitude Test Final. This certification requires employees to go beyond their immediate scope of work and build their knowledge on other related subjects as well. The syllabus for each employee eligible for Code Maroon is specific according to the function and band to which they belong. Code Maroon also sees the active involvement of Subject Matter Experts who take the responsibility of setting relevant question sets. DLC team utilizes High Volume Testing (HVT) which has the capacity to conduct exams for more than 3000 employees simultaneously.
3. Code Maroon +: This is apex-level domain certification for which all employees who have achieved Code Maroon status in the previous financial year become eligible. For this certification level, the organization has collaborated with Chartered Insurance Institute, London (CII, London) which is amongst the largest international bodies for insurance studies. The organization sponsors every employee who is part of the eligible pool to go for an international certification. There are multiple insurance-related topics which are available to the employees based on their areas of work. Clearing the exam conducted by CII, London results in the employee being certified as Code Maroon +.
 4. Code Blue: This is the people certification within the Organization which focuses on enhancing people processes and practices for managers and leaders. It addresses 3 major transitions in employees’ leadership journey. The first transition is from Individual Contributor to Supervisor, second being from Supervisor to Manager’s Manager and the third and highest transition is to be a business leader. Code Blue builds Organization capability on people processes and practices to enhance employee experience.

It is important to note that Work and Me is a part of the larger Code Orange certification. This is plugged in the onboarding journey and there are other elements that participants go through in the onboarding process. The onboarding is a combination of eLearning (Compliance modules plus vertical specific module) + 1 classroom Induction (depends on the vertical) post which they undergo Work and Me for Band 5 (This is for non-sales but is done for corporate sales). Apart from that, the participants also undergo a 3-hour virtual orientation for understanding the organization structure and the entire process of certification (Code blue, maroon, maroon + and orange).

ICICI Lombard believes that to remain a market player, its people need to be in a highly productive, innovative, and cooperative environment. They can feel fulfilled through their work and know that what they do each day is of value. This brings a significant sense of meaning and job satisfaction. It generates happy and enthusiastic employees and

productivity rises. Hence from a new hire's perspective, Code Orange needed to be updated to reflect the needs of virtual onboarding and subsequently hybrid working.

Back in 2013, ICICI Lombard along with its learning partner Chrysalis conducted an organizational analysis for Work and Me focusing on what new hires need to focus on to become immersed in the organization. There were certain areas of observation and analysis:

- For **Band V**, there were obvious gaps (expressed and perceived) in cross-functional collaboration. Even though there are strong interdependencies within process flows, there is a tendency for each part of that process flow to work in a silo, therefore driving one's own agenda. This leads to issues such as:
 - Conflict between closely functioning work groups
 - Expectation mismatch
 - Blame game
 - Feelings of frustration and stress
 - Strained relationships
- Most people are keen to know how other functions operate, especially the ones they work closely with. They want to know what the reality of the other team is so that they can set/manage expectations accordingly as well as build more positive working relationships with each other
- There seem to be concerns around the degree of support received at work in terms of:
 - Clarity of roles and responsibilities
 - Clarity of the bigger picture and the 'why' of tasks and activities
 - Timely training
 - Timely information sharing
- While incremental process improvements, innovations etc. are happening, currently they are driven by a reactive - firefighting approach. Only when there is a crisis, existing practices are revisited and refined. While problem-solving may happen extensively, there seems to be a gap in the timely application of skills such as problem sensitivity, foresight, proactive thinking etc. Also, the scope of innovation seems to skew towards changing existing processes rather than changing one's approach to working effectively and efficiently within the existing processes
- Most team members are keen to contribute at a thought level through analysis and idea generation; there are times when they feel unheard by their seniors. Even if their ideas are heard, most of them believe that they will not be taken into consideration and therefore will not translate into any action.
- On the other hand, managers tend to have a mixed view on this - while most of them believe that the team members should be encouraged to share ideas and most often, they are, there were some who believed it is also important to consider the quality of ideas that are coming through. Therefore, the two questions that arise there are:

- Are managers encouraging their teams to think beyond their day-to-day role and contribute at a larger level?
- Are the team members genuinely thinking through their solutions and producing ideas which are relevant, applicable, and effective?
- The Band III respondents indicated that they were caught between operational demands and their actual roles and responsibilities. This is leading to gaps in aspects such as:
 - Time management
 - Focusing on self-development
 - Prioritizing strategic activities
 - Coaching people and building next-in lines

RECOMMENDATIONS by Chrysalis in 2013

- To address the varied learning preferences of people across levels and functions as well as considering the complexities around acquiring some skills only through a classroom, Chrysalis proposed a blended learning approach for most interventions at that time.
- It was suggested that a combination of e-learning, classroom and one on one coaching would highly facilitate the process of skill acquisition
 - E-learning modules – The participants will then go through eLearning modules that will help the participants understand the basic concepts that will be covered in the classroom session. This phase will also include a pre and post-evaluation of knowledge increase.
 - Classroom Intervention - The classroom session focuses on acquiring and practicing the required skills using interactive exercises and simulation sessions in addition to tips and techniques to help participants master the skills needed.
 - Coaching Session: The classroom intervention will be followed by a one-on-one interactive session with the participants to ensure learning effectiveness. The purpose of the assess skill improvement as well as address challenges in skill application.

The grid below illustrates a framework for the initial Work and Me learning plan.

Band	Intervention	Methodology	
		Chrysalis HRD	ICICI Lombard
5	Cross-Functional Collaboration	Skill-based Classroom Intervention (2 days)	Cross-functional knowledge and awareness would be best driven internally
		Some sections of the intervention can be co-facilitated by internal champions (like Negotiation skills)	Process Flow Charts supported by process notes
			Once a week - Discussions led by experts of each section of a process flow (one sub-process per week)- information sharing, question, and answer, understanding each other's reality, etc.
	Once a month/quarter- each person to be aligned with a team member of a closely functioning team (buddy) to observe one another's working pattern and to work on some tasks together. The Team leaders can be the drivers of this activity - however it is crucial to devise a mechanism to document these		
Personal Excellence (including Assertiveness)	Blended Learning Approach		
	E-learning		
	Classroom		

		One-on-one coaching to address individual application challenges	On-the-job coaching and feedback by supervisors
4	Stakeholder Management	Blended Learning Approach	
		E-learning	
		Classroom	Shadow supervisors
		One-on-one coaching to address individual application challenges	On-the-job coaching and feedback by supervisors
	Analytical Thinking, Decision Making and Problem-Solving	Blended Learning Approach	
		E-learning	
		Classroom	
		One-on-one coaching to address individual application challenges	On-the-job coaching and feedback by supervisors
3	Leadership Quotient	Blended Learning Approach	
	Personal Leadership	E-learning	
	The IL Leadership Style	Classroom	

	Coaching and Feedback	One-on-one coaching to address individual application challenges	On-the-job coaching and feedback by supervisors
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So, Work and Me was a highly customized learning plan with sharp-focused learning paths for each Band. The initial learning journey initially included: (face-to-face) Pre-Assessment, 2-day workshop and post-Assessments.

But with the winds of change in the last two years across all organizations, it was imperative to see what needed to realign and recalibrate in the Work and Me program. And the new Work and Me program is the prime focus of this application entry.

Overview

Transition is an ongoing process in everyone’s life that takes place at distinct stages. One of the biggest challenges every student goes through is the transition from college to corporate life. Suddenly, there is a transition from assignments & mid-semester to teamwork and deadlines. There is a vast difference in the way professors and managers operate. Professors are focused on enhancing learning quotient. They look at improving subject matter understanding; evaluate on the overall learning ability and to an extent on the implementation. From a manager's perspective, there is constant pressure to deliver and meet deadlines using the existing and derived knowledge. So, while one focuses on learning, the other focuses on significant leverage.

The change from carefree campus life to a formal office setting can be overwhelming. One of the elements that can enable a smooth transition from a campus mindset to the corporate style of thinking is a campus hire’s outlook and attitude.

Being able to reframe one’s thinking and attaching positive meaning to the changes one experiences in one’s life enables them to welcome the change. If they view change as a threat, they will experience fear and anxiety and be resistant to the change they are about to undergo. However, if they reframe the meaning that they attach to the changing event or circumstance, they will be able to transform their feelings about it. Thus, they will be able to reduce or eliminate their resistance to the change.

ICICI Lombard and Chrysalis looked at some elements that would facilitate a smooth transition for new hires, such as:

- Positive thinking: What we think affects how we behave. It is therefore important for us to begin with our thoughts. It is a mental attitude that usually

leads to good and constructive results. By choosing to take a positive outlook on change, you can begin to look forward to newer horizons and opportunities.

- **Energy and resilience:** An enthusiastic outlook and open-mindedness at work dissolve all the anxiety that change brings along with it. Resilience is the positive capacity of people to cope with stress. Resilience is needed to be successful in a fast-paced and continuously changing work environment. It is a skill that helps prevent work stress. The correct attitude at work helps to build mental resilience that enables us to cope with the day-to-day work stress and helps in dealing with inconvenient situations at work.
- **Job involvement:** A person with a positive attitude is supposed to be more involved in any work he does. It adds enthusiasm in people to be proactive at work; such people tend to investigate details of work that is given to them and try to give in their best. Such organizations witness a higher degree of job involvement and greater work effectiveness.
- **Taking Ownership:** Ownership is about developing the trait of dependability towards one's actions and accomplishing the job delegated with complete commitment. It is about taking responsibility for the success as well as the failures associated with the completion of a task.
- **Fun at work:** The fun quotient can make all the difference to the motivation and productivity of campus hires. Every single person can contribute to the fun at work. It is not necessarily to be driven by an external team or supervisors. We spend most of our waking hours at work; thus, it is imperative to have a participative and motivating environment. However, the important thing to keep in mind is the boundaries attached to fun.
- **Meaningful relationships at work:** One of the greatest losses to a person is having no real, satisfying relationships in the workplace. It is up to new hires to actively build relationships with others in the workplace. Many of the same dynamics and difficulties exist in relationships at work as the ones outside it. Career advancement is easier, and they can accomplish more if they can count on the support of co-workers and managers. For a healthy work culture, it is crucial to build strong workplace relationships as this brings about greater job satisfaction. Having a meaningful working relationship with a co-worker means trust, and trust assumes that the other person is going to come through for you and vice versa.

Any kind of skill development requires behavior change. And behaviors change does not happen overnight through content download. A learner needs to know how he/she can change their behavior in the ecosystem of the organization and what is their support system on the journey of behavior change. That is why it was imperative to create a

learning journey that the learners could relate to and could work on their skill development without losing focus on business as usual. Diagnostics also helps the Design team build narratives of the workshop tied to the organizational language and use examples for case studies and roleplays that are rooted in business reality rather than being generic.

Keeping these elements in mind, ICICI Lombard and Chrysalis started the Work and Me program journey in 2013 and it was carried out year on year with updates to the program basis updates and changes in the organization.

For 2021, ICICI Lombard has expressed a need to run the same program with lesser number of days and revamping the content to align it with the Virtual way of working. Over the course of the years, the learning content was constantly updated to include updates on business objectives and how employees could contribute to those objectives in their role. In 2021, Chrysalis along with ICICI Lombard Learning team conducted a fresh set of diagnostics with the L&D Head to look at the new hires’ ways of working in a remote/hybrid environment and what needed to be shifted, developed and honed. The following table indicates the frame of conversation and the responses.

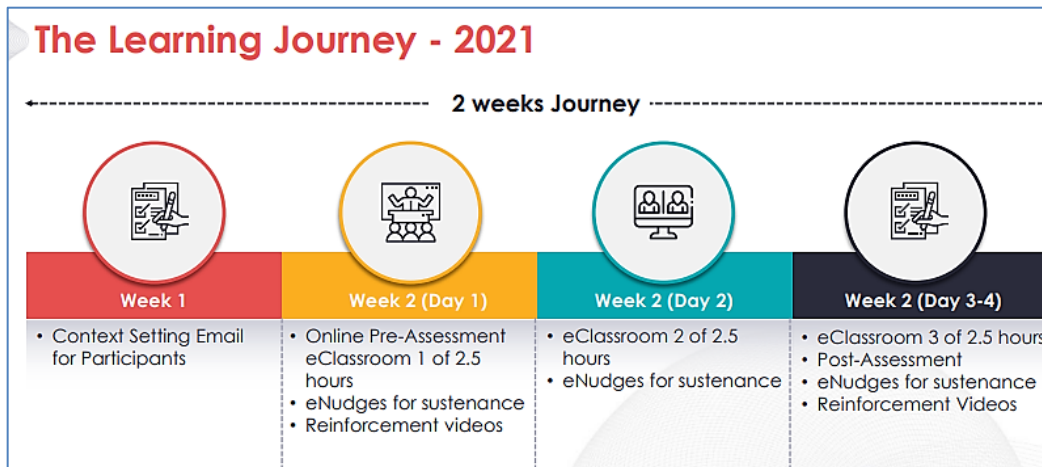
1	How has communication been impacted in the hybrid environment at ICICI Lombard, and the challenges people are facing?
<p>The audience is Band 5 other than sales employees, for example, HR, Brand Service Group (BSG), Finance, Underwriting, Legal - communication was impacted in the beginning but now it is going unaffected and has become better. The shift to MS Teams has been integrated properly.</p> <p>It was highlighted in the last 3-4 months that selected employees (Retail Sales) who go for retail induction will also take up this program.</p> <p>For the next 1-2 years this program will stay on MS Teams and LMS implemented in a flexible (flexi able) hybrid format.</p> <p>There is lack in interaction/focus in team members (due to WFH), they miss and drop the program midway (although all is recorded in MS Teams), and they get quiet and do not interact. So, the need to is ensure that employees communicate within the program as well.</p>	
2	This program has been running for the past 8 years, how has the element of trust been impacted in the hybrid/virtual world as compared to the earlier face-to-face world?

<p>Sometimes there are network issues wherein the payment processing team may face delays. The work time can stretch because of bandwidth and network. Trust exists but not in the form that was their due face-to-face interactions. The onboarding and induction have been better – in comparison to last year the negative feedback has been eliminated by 90% and people are happy with the induction.</p> <p>Employees focus more on an F2F scenario but at home we multitask and do not give 100% attention so the need to is help them navigate in new ways of hybrid or remote working. The intent is fine, but capabilities need to be developed so that the intent translates into reality. If employees relate to challenges, then their concentration is better.</p> <p>Timing can be an issue, but trust is not. Trust is still there but there has been an increase in timelines. They are prepared for the extended timeline. The people are good at operating at odd hours and trust is retained as work is completed.</p>	
3	<p>What are the scenarios in the virtual mode which tend to create conflict among the set of participants this intervention is addressing?</p>
<p>Mostly they are operational activities such as writing an email with the right tone and tonality, cross-functional collaboration, or mails that float between Manager and team members.</p> <p>Band 5 mostly performs operational activities, so conflict scenarios are less. They are settled over mails with reporting manager in Cc. Situation are handled the way they used to be over mail, so only the resolution time for situations has increased.</p>	
4	<p>How has teamwork been affected, considering some people are working from home and others coming to the office? How does the team manage interpersonal relations/rapport/collaboration and what challenges do they face while working remotely?</p>
<p>There can be insecurities and questions and those are the things we need to address. No one likes being asked what you are doing today in the first half or second half of the day.</p> <p>Now over MS Teams meetings, employees must record and make a note of the to-do list for the day/week which the team does not like because they consider it as extra work.</p>	
5	<p>In relation to innovation in action – how is it being practiced virtually and how are leaders trying to help the team think in a newer and better way, in the current scenario?</p>

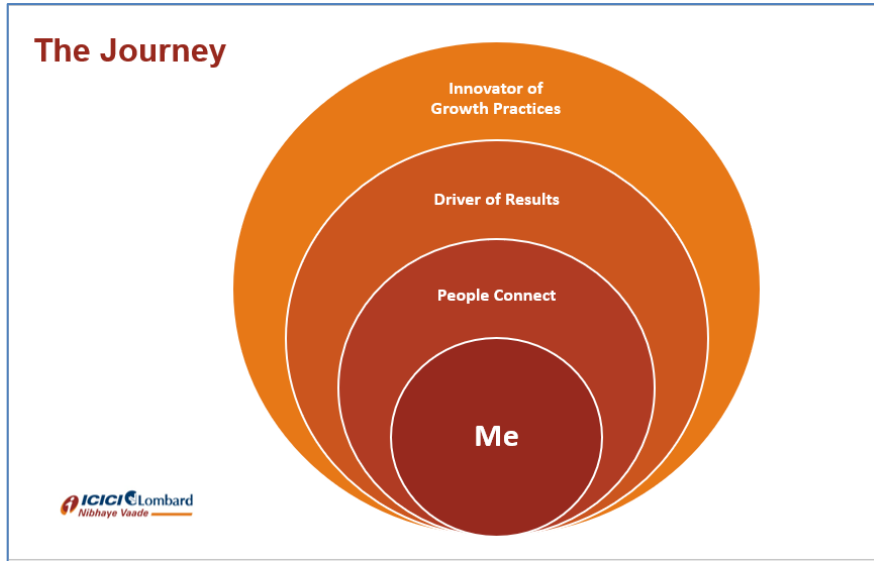
	<p>The communication gap is there. The current problem is that the internal resources and details are not being absorbed well by people. The mascot for 'Flexiable' is communicating through email- but it has become restricted because only the vertical-related activity manager is sharing the details. Most of the virtual calls are work-related so if employees do not look at their emails on time, they do not get the organizational communication on time. This can sometimes make them feel alienated and work in silos.</p> <p>There are Leader Connects across all bands. The Leadership Connect activity depends on vertical – so it may happen quarterly or weekly. The connect plans are shared with the employees. Each activity a mail is received from HR via Quokka – organization updates communicated through this. Quokka is a mascot (originally used for sending messages from 'Flexiable' now it sends out mails for all activities and contexts related to HR). Manager updates on work-related stuff and organizational mails are sent through Quokka.</p>
6	<p>How does the organization enable the participants to practice innovation in their day-to-day (BAU) work?</p>
	<p>There are no special tools, but MS Teams has been incorporated extensively. All teams (verticals) have made groups and they communicate through that. All updates are in one place, and they can choose to reply as per their convenience. People can comment and like and keep the team bonded. It has replaced the huddle and talking over a cup of tea.</p>
7	<p>Can you give us some insights into Idea Manch? Are there any other tools or platforms that are available for the participants, especially in the innovation context?</p>
	<p>Idea Manch is a platform for sharing ideas. It has not changed much. It is still an online activity. Employees can place an idea online and then if it is approved it will be implemented. The onboarding call is smooth on MS teams with the CEO on call. There is a 2-way dialogue.</p> <p>Mentimeter has been introduced to facilitate and measure employee engagement. Questions are asked (product related) and response is measured to understand participation levels of understanding. Every 20/30 mins it measures participant interaction. Then very often participants are asked to tell a story with a camera on.</p>
8	<p>Considering the world has taken a turn towards being more VUCA in nature - do you feel there are more challenges which the participants face on a "ME" level- (Self-belief, Initiative, Focus and determination, Resilience, Passion)?</p>

<p>We need to look at employees' performance, productivity, and motivation during work-from-home.</p> <p>Impact of VUCA is there and during appraisal process, it was figured and there was frustration. But if there had been more interaction and sharing it would have helped release the frustration (knowing that others are also facing such situations helps). People only talk when they are highly frustrated.</p>	
9	<p>In case of decline in any of the ME factors in the current scenario - What, in your belief, are the prime areas we can concentrate on, while rebuilding this program?</p>
<p>Interactivity on the virtual platform - People are working from home; they are not interacting much with each other (decisions in isolation) they are not able to present except KPI and articulate their Critical Success Factors.</p> <p>Band II and III have also been asked by WFH so people do not compel the team to come so they must manage the hybrid format properly.</p>	
10	<p>Any new challenges that have come up while addressing stakeholders virtually– engaging them and mapping their expectations?</p>
<p>Managing distractions and disturbances in the virtual scenario.</p>	

Based on the insights and analysis, the following virtual Work and Me journey was defined.



The objectives of the program were based on the following learning model:



Design and Delivery

Instead of following a generic design model, Chrysalis follows an exhaustive 22-step process from diagnostics to design to delivery so that the solutions are rooted, have sustained interventions, with measurable impacts. Apart from eClassroom training and coaching, Chrysalis also designed and delivered digital solutions such as highly engaging and interactive eLearning, simulations, online discussion forums and mobile learning. This approach to design and delivery enabled the solution to have the right mix of industry, functional, and behavioral context for ICICI Lombard’s needs. For ICICI Lombard, this translated to improved learning quotient, increased knowledge, and improved business performance. For participants, it translated to improved mental and behavioral capabilities for higher performance expected.

The program for each learner started with a 15-min situational pre-assessment administered through MS Form by Chrysalis. The situations were based on the elements of the learning model above.

Then the participants entered the first eClassroom wherein the focus was on ME:

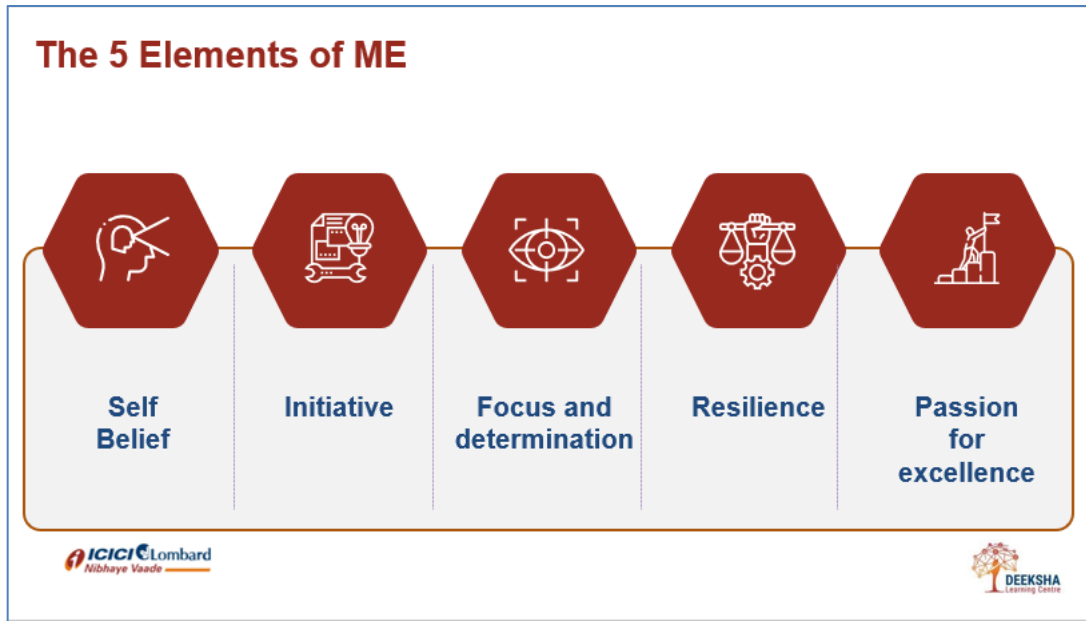
This session was about how newly hired employees can be exceptional and impactful within their own work domain. It was about the interaction of Work and ME. These (Belief in self, people connect, driver of results, and innovator of growth practices) are the values, ethos that ICICI Lombard believes in and stands for.

This intervention is about igniting/generating that fire within and to express the ability to excel. The core messaging was around how we have worked out a new learning

curriculum for this year. As a company we have adopted a curriculum that establishes continuity and builds our proficiency in skills. It is a building block approach.

During the program, it was essential to call upon skills that we may have already covered through other programs. These skills are not limited to specific contexts, and we will see how these skills contribute to our Work and Me model.

The eClassroom 1 focused on:



In the second eClassroom, the shift was made to People Connect (in the learning model). Without People Connect, it is impossible to create an enabling environment at work and make things happen. Working together is not just about working with people within our own teams. There are times when we need to work with people from distinct functions to drive results. The processional effect says the actions you take will affect other people. Common sense says the more people you impact, the more likely it is that your actions will affect people who have some power and influence over your actions. These people could be useful supporters of your projects - alternatively they may block your projects. People who are impacted by our projects and business activities, from customers, dealers, channel partners, supervisors, other team supervisors, peers – each one is a stakeholder. So, it is imperative that we:

1. Understand that we need each other and each one has their own goal to meet
2. Map the people who matter and their interests:
 - Identify your Stakeholder
 - Stakeholder interest

- My strategy to engage with each of them

Therefore, the focus of eClassroom 2 was:

People Connect is about...


- Understanding that we need each other and each one has their own goal to meet
- Identifying key stakeholders and mapping their interest
- Dealing with conflicts positively
- Having effective communication and building rapport and trust
- Maintaining connect in a hybrid environment for collaboration and teamwork







Mapping expectations

	Keep Satisfied	Manage closely
Power	Monitor (Minimum effort)	Keep Informed
	Low	High
	Interest	High



Adapted from Mendelow, A.L. (1981) 'Environmental Scanning - The Impact of the Stakeholder Concept.' ICIS 1981 Proceedings, 20.



To listen effectively, we must HEAR

-  Hear the message
-  Engage in summarizing/Paraphrase
-  Ask Questions
-  Respond appropriately and not React



RAPPORT – The Four Principles

-  **EMPATHY**
-  **AUTHENTICITY**
-  **SIMILARITY**
-  **SHARED EXPERIENCE**



Goal Orientation

- Provides Direction
- Helps Meet Deadlines
- Avoids Wasted Time
- Manages Distractions
- Improves Overall Business



With eClassroom 3, the focus shifted to Driver of Results and Innovator of Growth Practice (in the learning model).

Some of the key takeaways from the 3rd session were:

Keys to Effective Time Management

- 1 Planning
- 2 Prioritizing
- 3 Taking Action



Prioritizing – The Urgent-Important Matrix

	Urgent	Not Urgent
Important	<p>I. Activities:</p> <ul style="list-style-type: none"> • Crises • Pressing problems • Deadline-driven projects 	<p>II. Activities:</p> <ul style="list-style-type: none"> • Learning activities • Relationship building • New opportunities
Not important	<p>III. Activities:</p> <ul style="list-style-type: none"> • Interruption from peers • Phone calls from friends • Emails you draft for your colleague 	<p>IV. Activities:</p> <ul style="list-style-type: none"> • Forwards / Junk email • Time wasters • Pleasure activities



Build Foresight

	Gain information
	Think hypothetically
	Test your assumptions
	Mobilize Resources
	Execute Plans
	Build experience



Cultivating the Entrepreneurial Spirit – The 6 Ps

	Passion	
	Path	
	Positivity	
	People	
	Perseverance	
	Productivity	



Tips to develop Lateral Thinking

	Exercise the mental gears	
	Mind map your thoughts	
	Adopt Alternate Perspectives	



Each of the sessions were driven by Caselets and Case Studies that were rooted in ICICI Lombard’s business realities and the new ways of working. At the end of each session, participants walked away with an Action Plan Toolkit on 1-2 action items they will implement and by when. The sessions were made engaging using Polls, Videos, Story-Sharing and Quick QR Coded activities.

The delivery of the sessions was based on MS Teams with no more than 20 participants in each session. The pre and post-assessments were administered through MS Forms. The in-session activities utilized QR codes, Teams Polls, Breakout Rooms, and Chat window.

So far, ICICI Lombard has moderated, and Chrysalis has delivered 191 programs of Work and Me over 2013-2021 covering a total of 2777 participants.

Engagement

As it happens, participants tend to complete eClassrooms but sometimes dwindle on learning outside the classroom. For that e-Nudges were used to push notification and leaderboards to participants, encouraging them to maintain momentum and complete the learning elements. The L&D team at ICICI Lombard also played a key role in ensuring the participants remain engaged and even more so in a remote working setup. As per the cohort journey created, the following were set in place to keep engagement levels up:

- **Mentor Pairing:** Each new hire was assigned a mentor who would act as sounding boards for the new hire in a new organization set up
- **Leader Connect & Learn Sessions:** Sessions were facilitated so that new hires could connect with Leaders, share their learnings, and understand what ICICI Lombard was doing in the world of business and people management
- **On-Demand Online Offerings:** Various online courses were allocated to new hires to hone their skills while on the job
- **Corporate Social Responsibility:** The organization also involved the new hires in certain CSR activities that could be done virtually.

A sample of e-Nudges (reinforcement learning is attached below).

Work and Me

eNudge
eClassroom 1

Self belief

Self belief is confidence in your own ability or judgment

MASTERY

EFFICACY



Tips for taking Initiative

- Always be prepared
- Keep doing, never be static
- Try to do more than what is expected
- Look into each opportunity positively
- Think actively to generate ideas
- Always share your ideas
- Have a self promotional instinct



Tips To Maintain Focus In The Hybrid Model Of Working

- Eliminate disturbances
- Try the Pomodoro technique
- Restrain the use of social media
- Eat well and Sleep well
- Set a SMART goal
- Practice mindfulness



Tips on building Resilience

- Develop a positive self image
- Focus on building and maintaining relationships, even virtually
- See the good in all situations
- Be proactive and Keep learning





ICICI Lombard
Nibhaye Vaade




DEEKSHA
Learning Centre

Work and Me

eNudge
eClassroom 2

People Connect is about...

- Understanding that we need each other and each one has their own goal to meet
- Identifying key stakeholders and mapping their interest
- Dealing with conflicts positively
- Having effective communication and building rapport and trust
- Maintaining connect in a hybrid environment for collaboration and teamwork

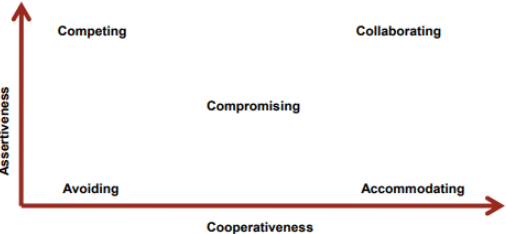


Mapping expectations

	High	Keep Satisfied	Manage closely
	Low	Monitor (Minimum effort)	Keep Informed
		Low	High

Adapted from Mendelow, A.L. (1981) 'Environmental Scanning - The Impact of the Stakeholder Concept' ICIS 1981 Proceedings, 20.

Dealing with Conflict




Effective Communication

EFFECTIVE COMMUNICATION


What you say
Using correct verbiage
Displaying vocal self confidence

How you Say it
The styles of communication

How you listen
HEAR Method



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eNudge
eClassroom 2

RAPPORT – The Four Principles

EMPATHY

AUTHENTICITY

SIMILARITY

SHARED EXPERIENCE

Tips to build Rapport – Real and Virtual

- Break ice – indulge into non-threatening areas
- Find a common ground
- Be polite and friendly
- Open Body posture
- Maintain eye contact
- Genuine Smile
- Use the other person's name
- Ask open ended questions
- Listen Actively
- Paraphrase
- Show empathy

Building Trust

TRUST DRIVERS

Engaging
Listening
Framing
Committing

Trust Tips – in a hybrid world

Be Communicative

Be Dependable

Be Transparent

Work and Me
eNudge
eClassroom 2

Goal Orientation

Provides Direction

Helps Meet Deadlines

Avoids Wasted Time

Manages Distractions

Improves Overall Business

Setting goals

SHORT TERM GOALS

- Corporate Objectives
- Team Objectives
- Functional Objectives
- Individual Objectives

Getting SMART

S

Specific

M

Measurable

A

Attainable

R

Relevant

T

Time Based

Individual Vs Teamwork

Win as individuals

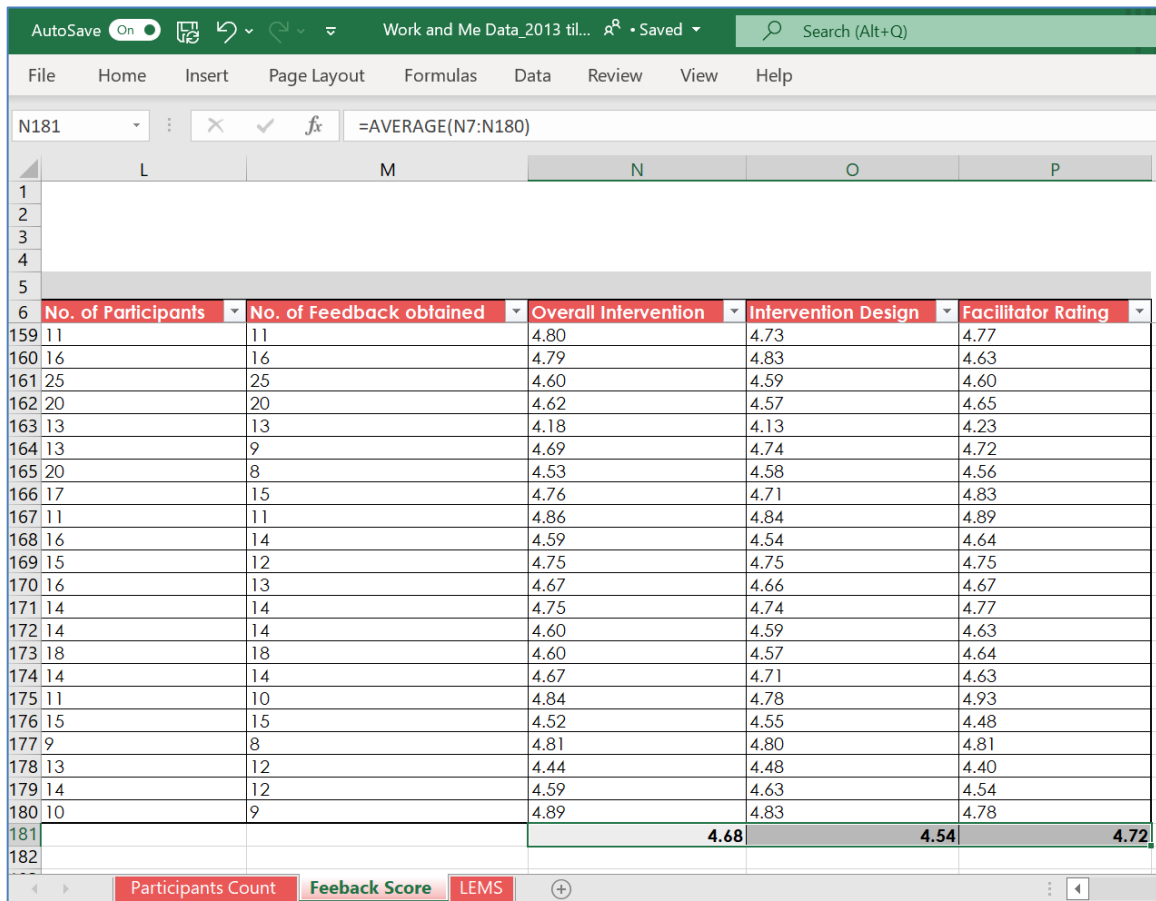
Contribute to Teamwork

Measurable Benefits

A snapshot of the design and delivery feedback averaging over all the 191 programs is given below:

- Overall Intervention Average Score (out of 5) = 4.68
- Intervention Design Average Score (out of 5) = 4.54
- Facilitator Rating Average Score (out of 5) = 4.72

At ICICI Lombard, the Vishvas surveys every year measure the pulse of the employees. The success of onboarding is measured through a few of the survey questions and that gives an impetus on what to focus on year-on-year.



	L	M	N	O	P
1					
2					
3					
4					
5					
6	No. of Participants	No. of Feedback obtained	Overall Intervention	Intervention Design	Facilitator Rating
159	11	11	4.80	4.73	4.77
160	16	16	4.79	4.83	4.63
161	25	25	4.60	4.59	4.60
162	20	20	4.62	4.57	4.65
163	13	13	4.18	4.13	4.23
164	13	9	4.69	4.74	4.72
165	20	8	4.53	4.58	4.56
166	17	15	4.76	4.71	4.83
167	11	11	4.86	4.84	4.89
168	16	14	4.59	4.54	4.64
169	15	12	4.75	4.75	4.75
170	16	13	4.67	4.66	4.67
171	14	14	4.75	4.74	4.77
172	14	14	4.60	4.59	4.63
173	18	18	4.60	4.57	4.64
174	14	14	4.67	4.71	4.63
175	11	10	4.84	4.78	4.93
176	15	15	4.52	4.55	4.48
177	9	8	4.81	4.80	4.81
178	13	12	4.44	4.48	4.40
179	14	12	4.59	4.63	4.54
180	10	9	4.89	4.83	4.78
181			4.68	4.54	4.72
182					

Overall

Onboarding requires a structured & strategic approach, and Talent Acquisition and L&D leaders have a crucial role to play. Based on lessons learned and deep-diving research, ICICI Lombard and Chrysalis were able to chalk out their learnings to achieve strategic onboarding goals related to productivity, engagement, and retention:

- ICICI Lombard believes in starting onboarding before the start date. Most organizations start their onboarding on day 1, but we reach out to newcomers before that. It is the right moment to start delivering on recruitment promise, to create a sense of excitement and to train on brand identity.
- We were able to make it personal & create an experience. Every onboarding program should be different in content and structure, related to the individual campus hire's needs and current capabilities. What is their role, which tools and processes do they need to learn about in their first weeks and more important which positive emotions do we want to generate? We were able to answer these questions before designing the onboarding program.
- We blended the onboarding journey. We were able to design an exciting experience by mixing formal, social and workplace learning based on clear goals. These experiences were linked to the expected continuous learning post-onboarding.
- We were able to ensure just-in-time access to knowledge portals and experts. The speed of knowledge transfer is increasing, and new employees will need to have access to knowledge portals to leverage available knowledge just-in-time. In addition, they can start to locate company experts in relevant areas, so they will be able to reach out to them in the future.
- We were able to involve the right people. It is essential to prepare and commit all relevant parties involved: new hires, line managers, TA, HR, and L&D all have a role to play in making onboarding a success.
- We had appointed friends and mentors. For employees, onboarding is about connecting, feeling at home, and finding a quick way to perform. A buddy/mentor can teach newcomers about the organization, offer advice, and help with job instruction. New employees connect more easily with mentors and are less hesitant to ask questions that they would be embarrassed to ask their managers.
- We promote inclusion and assimilation. The focus in most organizations has been on the campus hire and has neglected their team environment. Benchmark organizations prepare the newcomers' peers & colleagues by helping them understand who is joining, what their role will be and what they will bring to the team.

- We transformed training into performance. This was possible through setting clear objectives of the onboarding program to enable evaluation and measurement of its success. We gathered feedback via all available channels (pulse surveys; tests; evaluation forms) to optimize the next editions.

In conclusion

Onboarding new hires is a challenge for many organizations in terms of time-to-productivity, retention, and engagement. With the right approach and support, we were able to leverage all the above to lead both the individual new hire and the organization to success.

We will continue to refine the program and its elements as changes happen in the organization. The year 2020 also taught us that now is the time more than ever, we need to prepare employees for the future with future-ready skills. As environments grow tougher and competitive, it is imperative to start propagating new skills in the organization such as digital transformation, data analytics, design thinking, innovation and creativity, empathy, agility, and collaboration (to name a few).

ICICI Lombard strives to promote an inclusive and belonging environment in which all employees feel welcomed, challenged, and rewarded for their contributions. We leverage our organizational diversity through our commitment to our Core Values of Vishvas pillars. Our ability to attract, develop and retain the best and brightest talent is the cornerstone of our competitive advantage. We take pride in cultivating a working environment in which creativity and innovation can flourish, colleagues can develop their careers and we can ensure the long-term success of our business strategies. Only when we are successful in realizing and leveraging a diverse and inclusive workforce can we achieve our goal to enable colleague success and create customer delight daily.

Unfortunately, right now, the competition is fiercer than ever; We are all trying to sell in an unpredictable time. The focus is now to ensure we are all ready for the future. Gradually, across organizations, certain future-ready skills have been identified and ICICI Lombard envisions building capabilities for future-ready behaviors.

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