



Brandon Hall Group

EXCELLENCE AWARDS 2023

HDFC ERGO: Best Advance in Leadership Development

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February 2024



Company Background



Company-at-a-Glance	
Headquarters	Mumbai, Maharashtra
Year Founded	2002
Revenue	Rs 16,800 Crore
Employees	10192
Global Scale (Regions that you operate in or provide services to)	India
Customers/Output, etc. (Key customers and services offered)	1.5 Crore
Industry	Insurance
Website	https://www.hdfcergo.com/



Budget and Timeframe

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Overall budget	88 Lakhs (FY2023)
Number of (HR, Learning, Talent) employees involved with the implementation?	18
Number of Operations or Subject Matter Expert employees involved with the implementation?	5
Number of contractors involved with implementation	0
Timeframe to implement	6 months
Start date of the program	01/04/2022

Business Conditions and Business Needs

With the advent of the pandemic having led to unique business and leadership challenges, HDFC ERGO realized the need to enable their leaders in diverse facets of the business and bring them closer to the people and the organization.

Across the leadership journey, HDFC ERGO has striven to support individuals in their excellence and in unlocking their potential fully.

Some of the market trends that ensured leadership coaching was a prime directive for the organization are as follows:

- 77% of respondents at a Fortune 500 company indicated that coaching had a significant impact on at least one of nine business measures. In addition, they uncovered that overall productivity and employee satisfaction were the most positively impacted areas (which in turn has an impact on customer satisfaction, employee engagement, quality, annualized financial results, and more). Source: Executive Briefing: Case Study on the ROI of Executive Coaching, Merrill C. Anderson, PhD, MetrixGlobal, LLC
- Coaching is profoundly beneficial in the eyes of companies and individuals who hire a coach, with 99% viewing it as “satisfied or very satisfied”. Source: International Coaching Federation (ICF) Global Coaching Client Study



- Over 70% of individuals who receive coaching benefited from improved work performance, relationships and more effective communication skills. Source: Institute of Coaching

Through this, it was decided to bring in a program that looks holistically at Leadership Development. For this, there was a requirement of an expert partner to bring in mentoring principles and individuals who would enrich this program.

After due deliberation and multiple discussion, eSpeakIn was identified as the program partner. eSpeakIn is Asia's finest and largest tech-enabled network of industry experts and thought leaders. With over 18,000 experts in their network globally, eSpeakIn has been proud partners to HDFC, Reliance Mutual Funds, BCG, YES Bank, AU Bank and 300+ other progressive organizations in recent times. With expertise in over 500 topics, eSpeakIn is engaged by business organisations, academic institutions, associations and investment management companies to access curated experts for one-on-one or forum-based knowledge sessions for cross-functional employee learning.

Overview

Through a carefully constructed platform of curated experts, the program aimed to achieve the following:

- Create an all-round personalized learning environment that is invigorating, demanding, and enjoyable through sessions that are drawn entirely from the vast expert base at eSpeakIn.
- Balance thought-provoking debate and analysis with self-reflection and personal development of the participants
- Develop a culture of challenging and motivating one another, sharing ideas and forging professional bonds to propel the organization forward.
- Develop real-life skills which can be an aid for goal setting and achieving.
- Have continuous learning stimulation of your leaders to keep them engaged, motivated, and aligned to the goals of HDFC ERGO

Design and Delivery of the Program

The prime element of My2.0 was the one-on-one mentoring sessions. These one-on-one sessions were designed exclusively for the dynamic, visionary and highly esteemed leaders of HDFC ERGO and structured and customized as per their individual requirements.



This was ensured through the follow sign up process:

- They would choose topics of mentoring.
- They can select number of hours per mentor per month needed.
- Ensure accessibility by sharing the number of people and their name, email, and organization who will have access to the microsite.
- Get their customized HDFC ERGO MY2.0 microsite.
- This will ensure their customized mentoring tool is now ready to be used.

The key components of the program were:

- 1-2-1 MENTORING SESSIONS - Through a web interface on topics of Leadership, Digital, Sales and more
- ASSESSMENT AND FEEDBACK - Thrice a year assessment of the progress on each parameter
- RESOURCE LEADER SUPPORT - Virtual interaction with resource leader along with reading and video material for mentees

The key stakeholders of the program were as follows:

- MENTEE / COACHEE - Select mentee leaders looking to build the next version of themselves through expert guidance.
- MENTOR /COACH - Chosen experts on key competency areas for virtual interaction with mentees.
- LEARNING TEAM - Key visionaries on the program bringing the best of experts for the most promising leaders.

Coming to the stakeholder journeys, the following was developing as their roadmap under JOURNEY TO MY2.0 as touchpoints with the Coaches and Mentees through the engagement.

For Mentee (The Leader)

- MENTEE PROFILE - Profile collection of each mentee over mail
- INDIVIDUAL MY2.0 BRIEFING - Virtual briefing with each mentee on individual goals and aspirations
- PROFILE CREATION - Digital profile creation on the platform for each mentee.
- PSYCHOMETRIC PERSONA - To establish the persona and aide mentors to shape communication. This will be a part of the mentee profile.
- ASSESSMENT PRE-ENGAGEMENT - A comprehensive multi-choice assessment on topics across all categories



- **RESOURCE HOURS - ASK ME ANYTHING** - An hour with resource leader to discuss the progress on individual goals and aspirations. Walk-in group discussion with other mentees.
- **FEEDBACK POST EACH MENTORING SESSION** - Digital feedback on each session on quality and efficacy of each session.
- **FINAL ASSESSMENT FOR THE YEAR** - A comprehensive multi-choice assessment on topics across all categories.

For the Mentor

- **SELECTION** - Final selection of mentor profiles by the Learning Leadership
- **BRIEFING BY SPEAKIN** - On the goals, measures and metrics
- **ONBOARD DOCUMENTATION** - Compliances with respect to non-disclosure and more
- **BRIEFING AND TOWNHALL WITH HDFC ERGO** - To align the vision and outcome.
- **PROFILE REVIEW OF THE MENTEE** - Profile review of each mentee upon scheduling confirmation
- **FEEDBACK LOOP** - Feedback on each session with interpretation
- **ASSESSMENT RESULTS** - Results for each mentee to be shared with the mentor upon scheduling confirmation.
- **FINAL BRIEFING AND FINDINGS REPORT** - Digital feedback on overall output and findings from each mentor. This is subject to a mentor having done at least 3 hours of mentorship.

The Learning Team

- **SELECTION OF TOPICS AND MENTEES** - Final selection of topics and mentees on the program
- **SELECTION OF MENTORS** - Final selection of mentor profiles by the Learning Leadership
- **REVIEW ONBOARDING DOCUMENTATION** - Review of needed compliances and platform.
- **BRIEFING AND TOWNHALL FOR MENTORS** - Learning Leadership to brief and align the vision and outcome with all stakeholders.
- **RECORDING OF BRIEFING MESSAGES** - Vision creation into video clips for reinforcing the engagement goals
- **MID-ENGAGEMENT REVIEW OF ASSESSMENTS** - Mid-year review of assessment and progress of mentees at a collective and individual level



- REVIEW OF FEEDBACK AND UTILIZATION - Review of feedback via a cumulative report and dashboard
- FINAL BRIEFING AND FINDINGS REPORT - Consolidated review of the engagement of the year including consolidated and individualized progress and achievement.

The total leader touchpoints in a year were as follows:

- 6 One-on-One Mentor Sessions
- 2 Assessments for all categories
- 2 Resource Leader hours of “Ask Me Anything.”
- 2 Formal Feedback Sessions

To ensure customization of the leader’s learning journey, the following choices were offered:

- Five Categories – Main Themes for Mentoring
- Ten Topics of Learning – Subtopics for each session
- Six Hours of Mentoring – One could choose any 4 to 6 hours on topics of their choice.

Adoption of the Program

This program was made open to certain leadership bands within the organization covering the following bands:

- H (Head of Business)
- SM1-SM3 (Vice President, Senior Vice President, Executive Vice President)
- M3 (Deputy Vice President)

Each had different mentor categories.

For H-Band

- LEADERSHIP AND PEOPLE - Making of a leader from a manager and moonshot thinking.
- BRANDING AND EXECUTIVE PRESENCE - Build and broadcast your brand to outshine competition.
- TECHNOLOGY AND DISRUPTION - Adoption of global technologies from your sector and beyond
- ORGANIZATIONAL STRATEGY AND AGILITY - Managing growth, expansion and market leadership in VUCA world.
- PRODUCTIVITY AND MINDFULNESS - Strengthen ability to connect to yourself and others.



For SM Band

- SALES AND LEADERSHIP - Value based selling tips, tricks to build sales leadership.
- COMMUNICATION AND NEGOTIATION - Build your brand, communicate at your highest level and negotiate to WIN.
- PRODUCTIVITY AND MOTIVATION - Aligning priorities through productivity tools and self-motivation.
- DELEGATION WITH OWNERSHIP: PEOPLE - Your title makes you a manager, your people make you a leader.
- PREPARING FORTHE NEXT LEVEL - Understand the bigger picture and prepare for the next leap.

For M3

- SALES AND CUSTOMER DELIGHT - Cross-sell, Up-sell, build deeper client relationships.
- COMMUNICATION AND NEGOTIATION - Build your brand, communicate at your highest level and negotiate to WIN.
- PRODUCTIVITY AND MOTIVATION - Techniques to manage stress and productivity for self and others.
- YOU, ME AND THEM: MANAGING PEOPLE - Groom your team, appraise to achieve personal and company goals.
- PREPARING FOR THE NEXT LEVEL - Understand the bigger picture and prepare for the next leap.

The scope of the program included a total of 84 Leaders segmented in the following manner:

- 16 in H Band
- 29 in SM Band
- 39 in M3 Band

There were 15 Experts with five per band (and one per category) with total mentoring hours across the year spread to 368 hours across all bands.



Measurable Benefits

36% of the participants were recently promoted through our GAIN for excellence performance management program and My2.0 was a key area for them.

We are at 1% attrition for the selected batch showcasing that the objectives of connecting leaders to the organizational journey has been reinforced.

The priorities for the same came from our goals and we have measured the impact with growth and retention.

Overall

Key findings include:

- Face to face delivery was an important element to ensure proper communication.
- A focus on whole person growth ensured connectiveness throughout the journey for all participants.
- The elements of self-reflection ensured a 360 degree look for the individual.
- The customized elements helped the participant feel the program was very user friendly and relevant to them.

Future outlook includes:

- Linking this to the largest development track for leaders
- Expanding the mentor pool to offer more tracks for coaching.



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About Brandon Hall Group™

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

SOME WAYS WE CAN HELP

Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.



ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.