



ICICI Lombard Ignites Frontline Leadership with Innovative Development Program

ICICI Lombard and Chrysalis HRD
 Best Development Program for Frontline Leaders
 November 2024



Company Background



Company-at-a-Glance	
Headquarters	Mumbai, India
Year Founded	2001
Revenue	INR 217.72 billion (Gross Written Premium)
Employees	14,417
Global Scale	Primary India with 305 branches, 917 virtual offices, 13,134 partner networks, and 113,000 Individual Agents (including POS)
Customers/Output, etc. (Key customers and services offered)	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 core business clusters: Corporate Solutions Group, Government and Rural Business Group, Retail Group, and Shared Services
Industry	Insurance
Stock Symbol	NSE: ICICIGI
Website	www.icicilombard.com



Company Background



Company-at-a-Glance	
Headquarters	Gurgaon, 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)	A leader in Results-Based Learning (RBL) with nearly three decades of experience, Chrysalis empowers clients across diverse industries like banking & finance, insurance, IT, and manufacturing. Their core services encompass learning consulting, leadership development, professional enhancement, performance improvement, and technology-based learning. Chrysalis crafts bespoke learning solutions that demonstrably impact business outcomes. They identify critical behavioural shifts required for success and strategically leverage existing organizational systems to trigger those changes. At the heart of Chrysalis' RBL approach lies driving measurable impact through concentrated capability building. They maximize the return on learning initiatives by utilizing an organization's established ecosystem, creating a multiplier effect. Chrysalis prioritizes achieving strategic alignment by ensuring learning initiatives are tightly woven into the organization's language, ethos, and values.
Industry	Human Resources
Website	www.chrysalis.in



Budget and Timeframe

Budget and Timeframe	
Overall budget	1,452,000 INR
Number of (HR, Learning, Talent) employees involved with the implementation?	3
Number of Operations or Subject Matter Expert employees involved with the implementation?	2
Number of contractors involved with implementation	2
Timeframe to implement	FY 2023-24
Start date of the program	23 rd November 2023

Fit to the Needs

ICICI Lombard General Insurance stands out in the market with its diverse range of insurance and risk management solutions. The company's customer-centric approach fuels its consistent growth in a dynamic landscape. Over the past 15 years, the Indian insurance industry has experienced regulatory shifts, and ICICI Lombard has remained adaptable by developing innovative practices that benefit both customers and the company.

Insurance provides essential support during crises, helping restore normalcy after unexpected events. However, promoting the widespread adoption of insurance remains a challenge.

ICICI Lombard recognizes the critical role frontline leaders play in achieving company goals. These leaders directly interact with customers and teams, making their development a key factor in maintaining a competitive edge. The company strategically aligns its people development with business objectives. This focus on empowering frontline leaders, along with an emphasis on their growth and development, creates a supportive and enriching work environment. ICICI Lombard's human capital strategy is constantly evolving to ensure that frontline leaders have the tools and knowledge they need to be successful.



Organizational Design and Workforce Planning

ICICI Lombard's organizational structure is regularly updated to reflect the evolving market, strategic goals, and technological advancements. This proactive approach ensures the company develops the capabilities necessary for growth and maintains a competitive edge. Workforce requirements are evaluated annually, with a particular focus on the evolving needs of frontline leadership roles. This analysis includes understanding future workload changes, identifying opportunities to improve frontline productivity, and assessing gaps in skills or talent. The company develops targeted development interventions to address these gaps and ensure its frontline leaders are well-positioned to support the company's strategic objectives. Regular productivity studies further help optimize frontline efficiency.

Employee Communication

ICICI Lombard prioritizes open, two-way communication with its frontline employees. The company utilizes various channels to listen to, inform, and update frontline leaders on business goals, processes, and strategic plans. Forums like Ignite and NEEV engage frontline leaders in discussions about strategy, allow them to share successful approaches, and review progress toward objectives. Town halls, Ignite Wave Sessions, and Leader Connects provide additional avenues for communication. The company also uses targeted updates and communications for frontline employees, specifically addressing their unique needs and concerns.

Building Culture and Employee Engagement

ICICI Lombard regularly communicates its guiding principles, Vishvas, to employees at all levels. This helps everyone understand how the company aligns with the evolving needs of its stakeholders and achieves its goals. The company places a special emphasis on the role of frontline leaders in shaping a positive company culture based on these principles. Frontline teams are encouraged to provide feedback on their experiences with Vishvas. Recognition programs specifically highlight frontline teams that embody these core values. ICICI Lombard's DEI initiatives also center on creating an inclusive work environment where frontline employees feel valued and respected.



Metrics-Driven Results

ICICI Lombard diligently tracks the impact of its human capital development initiatives. A comprehensive set of metrics is used to assess progress and outcomes, including employee engagement scores, diversity and mix of talent, average tenure, internal leadership promotions, average leadership experience, attrition and retention of key talent, learning investment, certifications attained, and employee cost. This data is monitored regularly, enabling the company to take corrective actions or fine-tune processes as needed. This data-driven approach ensures that development programs remain optimized for success. ICICI Lombard understands that its employees are its greatest strength, and prioritizes their physical, mental, and economic well-being. To remain an equal opportunity employer and an employer of choice, the company continuously evaluates and enhances people practices to nurture a resilient, agile, and flexible workforce.

People Edge 2023: Empowering Frontline Leaders

Building on its commitment to employee development, ICICI Lombard launched "People Edge 2023," a program specifically tailored for frontline managers and leaders. This targeted initiative recognizes the unique challenges and opportunities faced by those on the front lines of customer and team interaction. People Edge 2023 equips frontline leaders with the skills and knowledge to excel in today's dynamic environment, focusing on areas such as effective team leadership, fostering innovation, and navigating complex challenges. By empowering frontline leaders, ICICI Lombard ensures they have the tools to guide their teams towards success, regardless of the work model.

A Fresh Approach for Frontline Development

ICICI Lombard understands that continuous development is the cornerstone of a thriving workforce. While the Code Blue program provides a solid foundation for manager development, today's evolving landscape requires programs specifically tailored to the needs of frontline leaders in an integrated, hybrid work environment.

Addressing Frontline Needs

Data analysis revealed that while managers participated in Code Blue, there remained specific growth areas for those leading other managers, especially within a hybrid model. To ensure strong leadership pipelines, ICICI Lombard created a unique 3-level knowledge certification and a behavioral certification, demonstrating a commitment to continuous development. This self-sustaining model is available to all employees, and includes:

Code Orange: This mandatory baseline certification for new employees focuses on essential knowledge within regulatory frameworks. Content is customized based on an employee's function and level.



Code Maroon: Open to Code Orange certified employees, it requires passing rigorous internal exams for domain knowledge expansion. Subject Matter Experts design the curriculum based on role and function. High Volume Testing (HVT) allows efficient assessment of large groups.

Code Maroon +: This apex certification, in collaboration with the Chartered Insurance Institute, London (CII, London), offers internationally recognized designation based on areas of specialization. ICICI Lombard sponsors eligible employees, demonstrating its investment in top talent.

Code Blue: Focused on people management, this certification addresses key transitions in leadership. It provides targeted training throughout the leadership journey, starting from becoming a supervisor and extending to senior management roles. Code Blue enhances organizational people practices for a positive employee experience.

ICICI Lombard believes that a thriving, innovative, and cooperative work environment is essential for its people to feel fulfilled and find meaning in their work. This focus on employee satisfaction translates directly into greater productivity, benefiting both employees and the company.

Provide a description of the frontline leader development program.

What goals did you establish and were they achieved? Did this program tie into organizational objectives?

Details:

In a complex, fast-changing world, managers need an arsenal of skills in their back pocket. From navigating uncertainty to building resilience within the team, a manager's job is to help ensure their people are reaching their full potential. But first-time managers cannot tap into that potential without the right support.

How Code Blue came into being:

Till the year 2017, the focus in the organization was on Code Orange, Maroon and Maroon +. The business and talent teams opined that the three codes above focused on knowledge enhancement. However, with the evolving landscape, the need was to focus on enhancing people processes and practices for managers and leaders. The need was also to focus on building people management capabilities for managers and leaders and build organizational capability for people practices.



And thus, Code Blue was formulated at ICICI Lombard as displayed below:

Code Blue

YEAR 1	 LEVEL 3	Emerging leaders	<ul style="list-style-type: none"> Transition from Manager to a Leader Appreciation of DNA anchors Managing change Strategic Agility
	 LEVEL 2	Managers-of-Managers	<ul style="list-style-type: none"> Building People Excellence Introduction to Employee Lifecycle Nurturing & Building talent Building Organizational Capability Creating people practices for <u>end to end</u> delivery
	 LEVEL 1	First Time Managers (People Edge)	<ul style="list-style-type: none"> Building Execution Excellence Understanding team dynamics Building winning team

Code Blue – Level 1 certificate will be awarded after completing all 3 phases and after assessing the progress made on defined criteria



In 2017, Code Blue was defined at ICICI Lombard as:

- It is a blended (Classroom; On the Job; Assessment) learning intervention
- It equips employees to acquire, practice and build people and team leadership skills
- It is a certification-based program and has three levels.
 - Code Blue – Level 1 which is for the First-Time Managers.
 - Code Blue – Level 2 which is for Manager of Managers.
 - Code Blue – Level 3 which is for Emerging Leaders.

The focus of this application is on the First Time Managers. The need for First Time Manager intervention encompassed the following:

- Role change for the FTMs: From individual contributor to managing the team
- They required additional competencies of understanding team dynamics, organizing and planning business deliverables through team
- They needed to understand and leverage people processes and practices as per the Organizational standards



About People Edge 2023:

- People Edge has been running successfully since 2019
- It has undergone a revamp twice in the last 2 years
- The ask is to re-design, deliver and execute the entire journey and methodology
- The interventions need to be blended with an experiential approach
- Measuring effectiveness needs to be in an integral part of the journey
- The competencies would remain the same as last year
- The target universe was 63 Band 4 participants.

The key competencies that were covered in the program were centered on:

My Role as a Manager

- Mindset Shift (From 'I' to 'We')
- Building Credibility
- Communicating in the Hybrid Workplace

Understanding Teams

- Team Strengths
- Effective Delegation
- Collaborative Mindset

Building High Trust Teams

- Handling Difficult Conversations
- Conflict Management
- Decision Making

Managing Performance

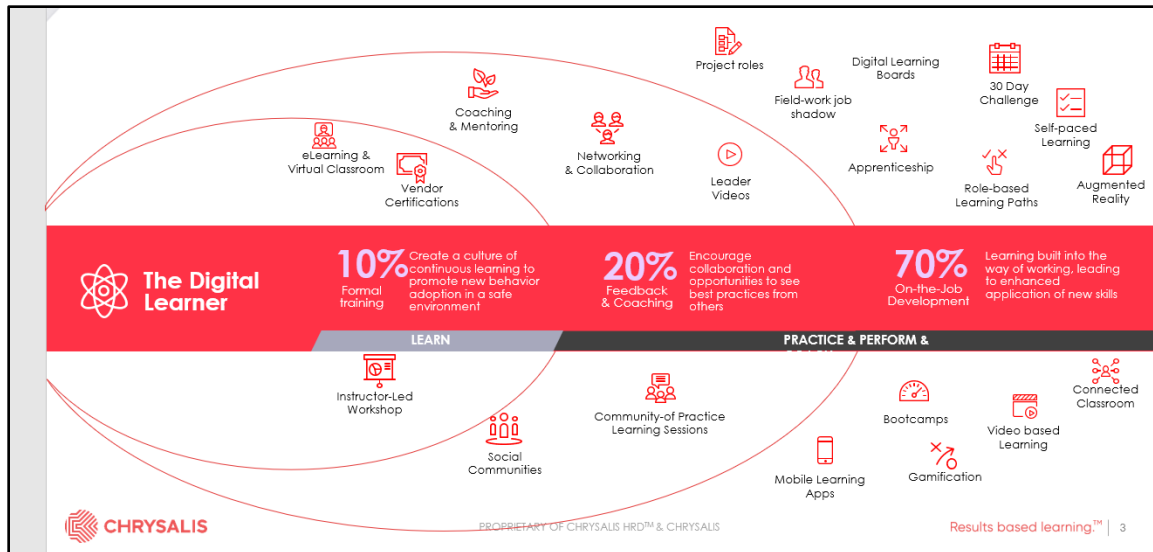
- Goal Setting
- Feedback and Coaching
- Reviewing for Progress



As part of Code Blue, the People Edge 2023 program met the organizational objectives of new manager development.

When People Edge started in 2017, it was a largely a classroom training program. Over the years we have increased the blend.

Creating a great blended learning journey begins with the components we put into it. A catalog of online content and resources will not make for an effective journey. In the same way that you would break up an all-day training event with breakout sessions, group activities, workshops, and lecture-style presentations, it is important to give blended learning the same treatment. So that the learners are given space to process and form connections. The human brain is wired to seek novelty, so changing frequency and learning modes is crucial. For example, we looked to incorporate a combination of the Learn, Practice and Perform approaches through the holistic blended learning lens.



This approach was well aligned to ICICI Lombard’s objective of having more learning the flow of work and less time spent in the classroom. The blend also included involving Managers of the participants through an Orientation Webinar. This way the Managers of the participants are also in the know of their team members’ learning journey.

ICICI Lombard established ambitious goals for its leadership development initiatives, focusing on both individual skill development and broader organizational impact. Key goals included:

- **Upskilling Frontline Leaders:** Equip frontline managers with the essential tools to lead effectively in a hybrid work environment, fostering strong team dynamics and a customer-centric approach.
- **Data-Driven Improvement:** Utilize comprehensive metrics to track program effectiveness and make iterative adjustments to maximize the return on investment in leadership development.
- **Building Leadership Pipelines:** Create clear pathways for career advancement, empowering high-potential employees with the skills and certifications for future leadership roles.
- **Organizational Alignment:** Design learning interventions to directly support key strategic objectives, such as growth, innovation, and the improvement of customer experience.



ICICI Lombard's commitment to measurement and continuous improvement has led to the successful achievement of these goals. Programs like People Edge 2023 demonstrate the company's ability to adapt to evolving needs, specifically tailoring development initiatives to the unique challenges of frontline management. Metrics-driven analysis has revealed positive correlations between leadership development participation and key markers such as improved engagement scores, increased retention of top talent, and enhanced team performance. Data also guides iterative adjustments to programs, ensuring their continued effectiveness.

By investing in its people, ICICI Lombard has positioned itself to maintain a competitive edge. Empowered frontline leaders create a ripple effect: they shape a positive employee experience, drive customer satisfaction, and contribute directly to organizational growth. This strategic focus on leadership development makes ICICI Lombard both an employer of choice and a leader in the insurance industry.

Design and Delivery of the Program

ICICI Lombard understood that impactful leadership development required more than just good intentions. "People Edge 2023" rested on a bedrock of careful analysis and planning. Let's delve into the program's strategic underpinnings:

ICICI Lombard partnered with Chrysalis to define precise goals and pinpoint the behavioral shifts needed to realize them. This process replaced guesswork with tested assumptions about how the program would influence individual actions and ultimately company outcomes.

A meticulously crafted blueprint, grounded in these validated assumptions, directed "People Edge 2023" development. This ensured the program was:

Evidence-Based: Leveraging proven leadership development practices. This approach boosted the program's potential in creating desired changes in participants.

Impact-Focused: Each aspect of "People Edge 2023" connected directly to its intended results and ICICI Lombard's broader strategic objectives.

Measurable: Built-in evaluations before and after participation, coupled with supervisor feedback, generated essential data. This allowed for tracking progress, determining effectiveness, and continually refining the program.

This analytical rigor ensured "People Edge 2023" wasn't just a well-meaning initiative; it was a quantifiable force for advancing leadership excellence within ICICI Lombard.



The People Edge 2023 program provided a unique and immersive learning experience for first-time managers, incorporating several key elements:

Diverse Learning Methods: The program employed a mix of approaches, such as online modules, interactive workshops, and group coaching sessions. This strategy supported different learning styles and ensured effective understanding of the material.

Practical Focus: People Edge 2023 concentrated on real-world challenges and situations commonly faced by new managers. This focus ensured the lessons learned could be directly applied within a professional context.

Targeted Learning Bursts: The program was structured with concise learning units to optimize engagement and fit participants' busy schedules. This format proved particularly beneficial for professionals with limited time availability.

Data-Driven Evaluation: People Edge 2023 embraced a metrics-driven approach. Assessments conducted before and after the program, including 180-degree feedback from managers, measured its impact on skill development and leadership potential. This feedback system allowed for continuous improvement of the program.

Emphasis on Application: People Edge 2023 went beyond theoretical knowledge, providing participants with the practical skills required for their new roles as managers. This focus resulted in actionable strategies for successfully navigating their leadership journeys.

Alignment with Core Values: The program was firmly integrated with ICICI Lombard's core principles, as reflected by the "Vishvas" framework. This ensured alignment between leadership development and the organization's established culture.

Proven Content Foundation: People Edge 2023 strategically drew upon successful themes from the established Code Blue program, concentrating on 'My Role as Manager', Building High Trust Teams, Understanding Teams, and Managing Performance. These essential competencies were identified as vital for effective leadership.

The following milestones were identified and covered in the journey –

Milestone 1: Orientation Video

The People Edge 2023 program kicked off with an orientation video featuring a prominent ICICI Lombard business leader. This video established the program's significance within the organization's broader vision, emphasizing the importance of leadership development. The session aimed to generate initial excitement among participants, fostering a sense of buy-in and commitment to their personal development journeys.



Milestone 2: Pre-Assessment

To pinpoint areas of strength and opportunities for growth, participants engaged in a two-part pre-assessment process. Firstly, a self-assessment allowed for individual reflection on current knowledge relevant to the program's focus areas. Additionally, 180-degree feedback from managers and team members offered external perspectives on the participant's leadership behaviors. This comprehensive pre-assessment laid the foundation for customized development plans.

Snapshots from the Pre-Assessment has been attached below –

Manger Name			
Manger Email			
Participant Name			
Participant Email			
Sheet Title			
Revisiting People Edge			
Sl. No.	Competency	Statement	Statement
1	Leadership	Statement 1	My manager clearly understands his/her role as a people manager rather than an individual contributor
		Statement 2	My manager excels in prioritizing tasks and making well-informed decisions, in alignment with our KPIs
		Statement 3	My manager showcases resilience and adaptability, effectively guiding the team through transitions, ensuring optimal ICP and CSF fulfillment
		Statement 4	My manager is open to learning and improving his/her managerial skills
		Statement 5	My manager creates a positive work environment for our team
2	Collaboration (Understanding Teams)	Statement 6	My manager is collaborative and understands the strengths and weaknesses of the team members
		Statement 7	My manager encourages or promotes collaboration within teams
		Statement 8	My manager fosters the culture of inclusivity by encouraging others to share their thoughts or ideas
		Statement 9	My manager encourages diversity and inclusion within the team
		Statement 10	My manager is appreciative of the contributions of each team member
3	Integrity (Building High Trust)	Statement 11	My manager delegates tasks and trusts their completion.
		Statement 12	My manager provides tools and encourages autonomous work.
		Statement 13	My manager values team members taking project ownership.
		Statement 14	My manager doesn't micromanage, showing trust in skills.
		Statement 15	My manager acknowledges when expectations are met.
4	Accountability (Manaana Performance)	Statement 16	My manager recognizes and appreciates outstanding performance
		Statement 17	My manager guides on developing ICPs
		Statement 18	My manager provides constructive and timely feedback for improvement

Revisiting People Edge			
Sl. No.	Competency	Statement	Statement
1	Leadership	Statement 1	He/She clearly understands his/her role as a people manager rather than an individual contributor
		Statement 2	He/She excels in prioritizing tasks and making well-informed decisions that aligns with our organizational goals.
		Statement 3	He/She showcases resilience and adaptability, effectively guiding the team through transitions, ensuring optimal ICP and KPI fulfillment
		Statement 4	He/She is open to learning and improving his/her managerial skills
		Statement 5	He/She creates a positive work environment for our team
2	Collaboration (Understanding Teams)	Statement 6	He/she is collaborative and understands the strengths and weaknesses of the team members
		Statement 7	He/she encourages or promotes collaboration within teams
		Statement 8	He/she fosters the culture of inclusivity by encouraging others to share their thoughts or ideas
		Statement 9	He/she encourages diversity and inclusion within the team
		Statement 10	He/she is appreciative of the contributions of each team member
3	Integrity (Building High Trust)	Statement 11	He/she completes tasks delegated to them with diligence.
		Statement 12	He/she makes the most of provided tools and autonomy.
		Statement 13	He/she fully commits and takes ownership of assigned projects.
		Statement 14	He/she operates efficiently without the need to micromanage.
		Statement 15	He/she consistently meets the mark, solidifying trust in their abilities.
4	Accountability (Managing Performance)	Statement 16	He/She recognizes and appreciates outstanding performance
		Statement 17	He/She guides on developing ICPs
		Statement 18	He/She provides constructive and timely feedback for improvement
		Statement 19	He/she addresses instances of poor performance with empathy and guidance.
		Statement 20	He/She sets clear and measurable performance goals and guides the team to achieve them



Milestone 3: Pre-Group Discussion

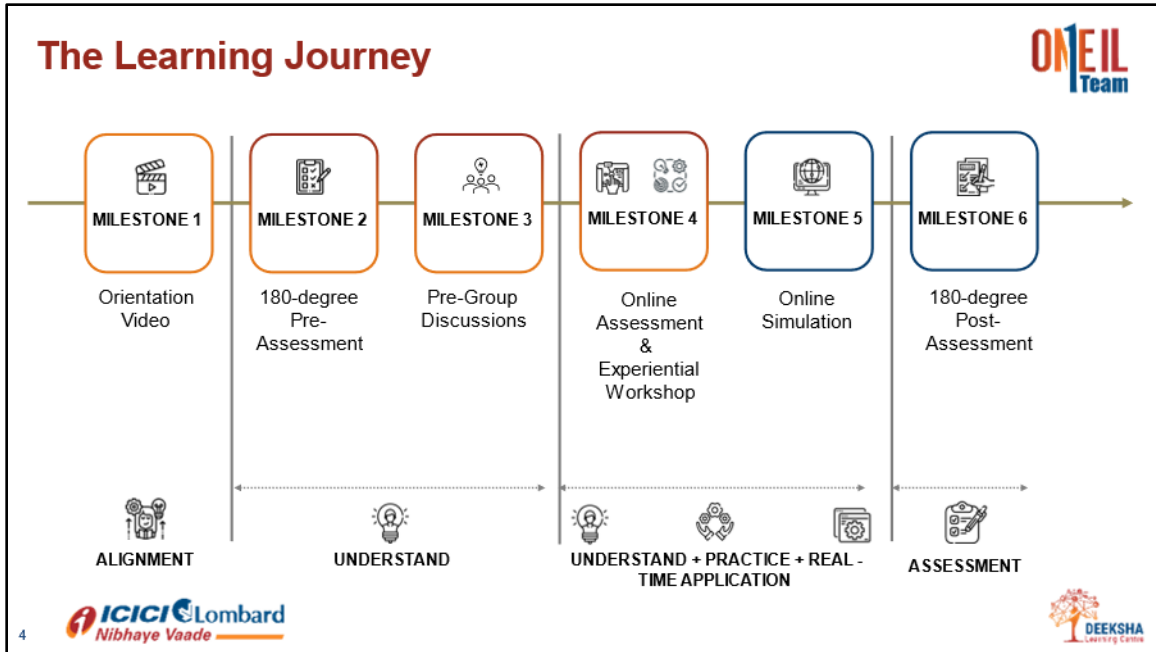
Before diving into the workshops, participants connected in small groups of roughly five people. These interactive discussions, led by a designated program coach, fostered a sense of community and provided a safe space for participants to share their initial experiences, questions, or potential anxieties regarding the program. This built trust within the cohort and set a collaborative tone for the learning journey ahead.

Milestone 4: Experiential Workshops

The core of the People Edge 2023 program consisted of a series of experiential workshops. These workshops emphasized practical application, utilizing activities, simulations, and guided reflections to develop critical leadership competencies identified earlier. This hands-on learning approach allowed participants to experiment with new skills and refine their leadership approaches within a supportive setting.

Few slides from Day 1 and Day have been attached below –





What's in it for you?

ONEIL Team


- Step into your managerial role, embracing new responsibilities
- Develop trust and respect to strengthen your managerial abilities
- Master communication for effective connections
- Empower your team through smart delegation and collaboration

ICICI Lombard
Nibhaye Vaade


DEEKSHA
LIVING SKILLS





What will we learn today?





Building Credibility **Nurturing Talent / Building Teams** **Collaborative Mindset**








My Role As a Manager **Communication in Hybrid Environment** **Effective Delegation**

Let's Reflect

- LEARN** 
- APPLY** 
- BENEFIT** 





People Edge at ICICI Lombard



Day 2



Recap Activity



- Teams to prepare list of questions from what they remember of Day 1
- Teams to fire the questions as buzzer round
- Team to hit the buzzer first gets the chance to answer
- Correct answer fetches 10 points
- If answer is incorrect, the question passes to next team and correct answer fetches 5 points

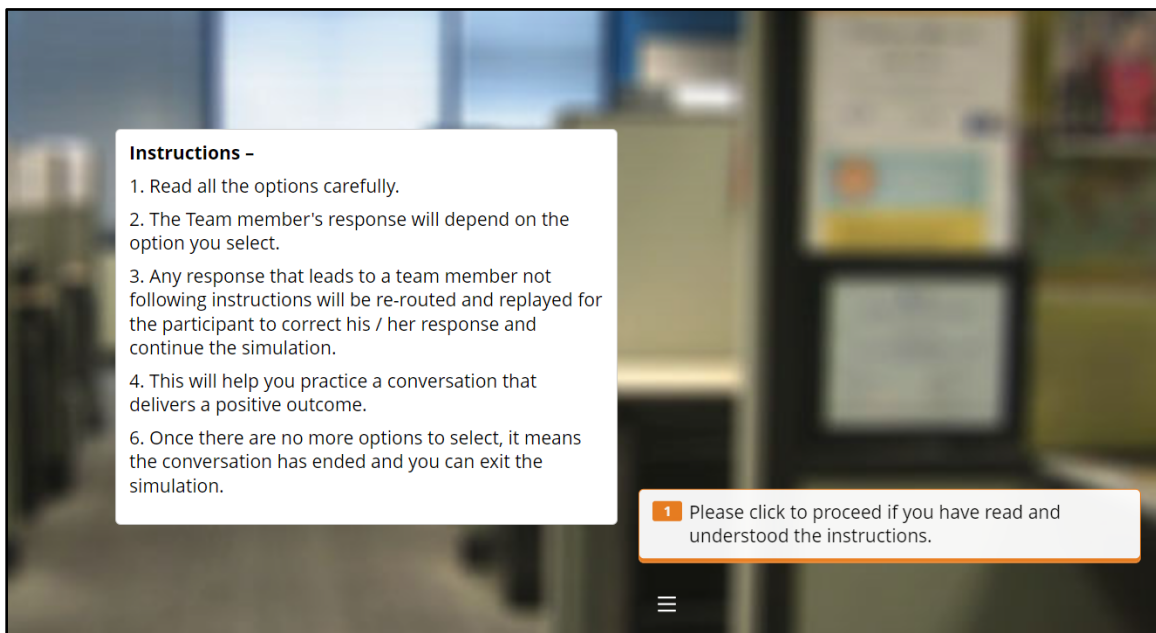




Milestone 5: Online Simulation

To continue the hands-on learning and provide deeper immersion into leadership scenarios, participants will engage with an online leadership simulation. This simulation offers a realistic platform to practice decision-making, communication, and other key leadership skills within a complex, dynamic environment. The simulation is still under preparation, but it will provide a risk-free space for participants to experiment, receive feedback, and further hone their skills.

Snapshot of how this Online Simulation would look like has been attached below:





Welcome Back to People Edge!

We're excited to see you again for the next stage of your People Edge journey!

We hope you've been putting the valuable skills you learned to good use in your daily work. Today, we'll test your mastery through a realistic simulation set within ICICI Lombard.

This online experience, designed to take about 30 minutes, will challenge you to apply the five key competencies of People Edge in a real-world work scenario:

- Communication Excellence
- Collaboration
- Decision Making
- Delegation
- Handling Difficult Conversations & Conflict Management

Are you ready to put your skills to the test?

1 Please click to proceed if you have read and understood the context.

Hi Amit, do you have a minute? There's something I wanted to talk about regarding the new sales targets.

Puzzled

Thanks, Amit. I appreciate you noticing. Actually, there is something I wanted to discuss with you about the new sales targets. They seem really ambitious, and I'm worried about reaching them for my team.

Normal

1 Hey Maya, come on in. Is everything alright? You seem a little preoccupied.

1 I understand your concern, Maya. These targets are tough. Let's review your pipeline and see where we can streamline or delegate.

2 Maya, these targets are ambitious, but we trust our top performers like you. Develop a strategy and let me know if you hit major obstacles.

3 Maya, you're our top performer. I trust you. Focus on your strengths and skills. If any major roadblocks arise, come to me

Normal 😊

Milestone 6: Post-Assessment

Upon completion of the workshops and the online simulation, participants will go through another assessment process to measure the People Edge 2023 program's impact. Mirroring the pre-assessment, this will involve a self-assessment for introspection and 180-degree feedback from managers and team members to gauge external perceptions of behavioral changes. These assessments will be vital in quantifying the program's effectiveness and identifying areas for future refinement.



The People Edge 2023 program represented a structured and comprehensive approach to leadership development within ICICI Lombard. Through a combination of orientation, assessments, interactive discussions, workshops, and an online simulation, participants embarked on a transformative journey. This multifaceted approach ensured a personalized, impactful experience, promoting practical skill development while fostering a supportive learning community. The People Edge 2023 program served as an investment in ICICI Lombard's leaders, aiming to drive individual growth and ultimately contribute to the organization's continued success.

To maximize effectiveness, the People Edge 2023 program utilized a blended learning model, offering participants a dynamic mix of online assessments, virtual discussions, experiential workshops, and simulations.

a. **Orientation Video:** Participants began their People Edge 2023 journey by viewing an engaging online orientation video. Delivered in a webinar format, this featured a respected ICICI Lombard business leader who outlined the program's purpose and its importance for the company's future. The video also highlighted the individual benefits for participants, emphasizing career growth opportunities and increased confidence within their leadership roles.

b. **Pre-Assessment:** The online pre-assessment phase provided a baseline for growth through two distinct components:

i. **Self-Assessment:** Participants completed a thoughtfully designed self-assessment questionnaire. This encouraged deep reflection on their current knowledge capabilities across the core leadership competencies addressed by the program.

ii. **180-Degree Feedback:** To gain a well-rounded perspective, participants also requested feedback from their managers and team members. Utilizing a structured form, this feedback offered insights into how others perceive their leadership behaviors, highlighting areas for both potential development and reinforcement of existing strengths.

c. **Pre-Group Discussion:** Before delving into workshops, participants connected in small groups online. These discussions, facilitated by a program coach, fostered a sense of camaraderie and established a safe environment within the cohort. Participants had the opportunity to introduce themselves, share their early reflections from the self-assessment, and ask any questions they had about the upcoming program elements.

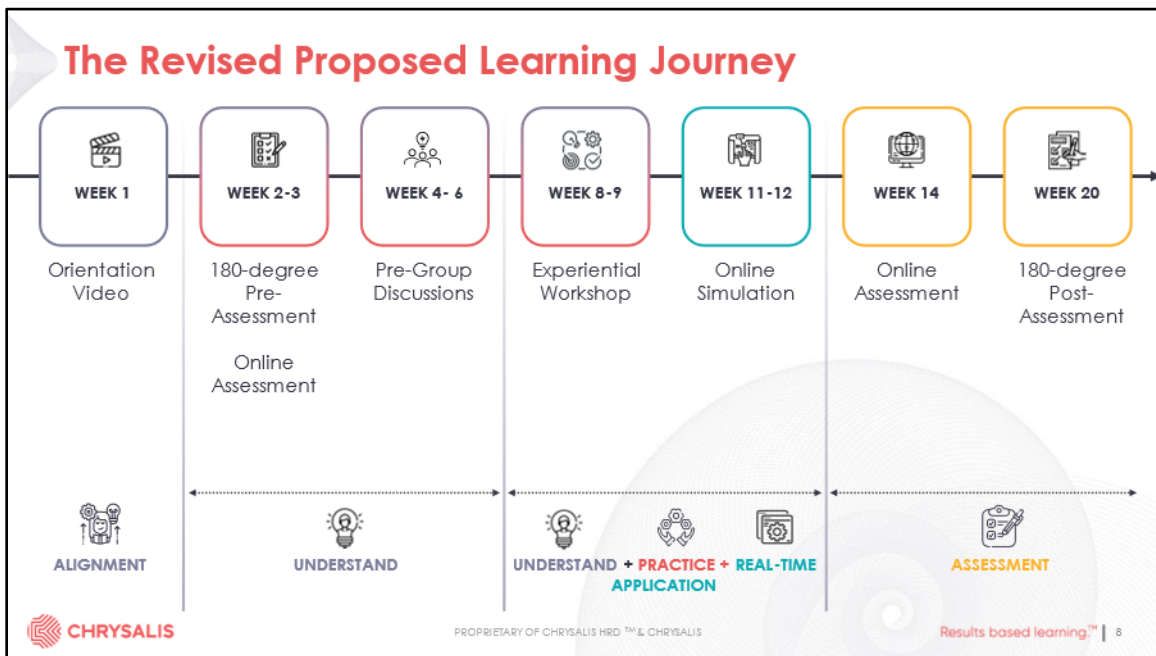


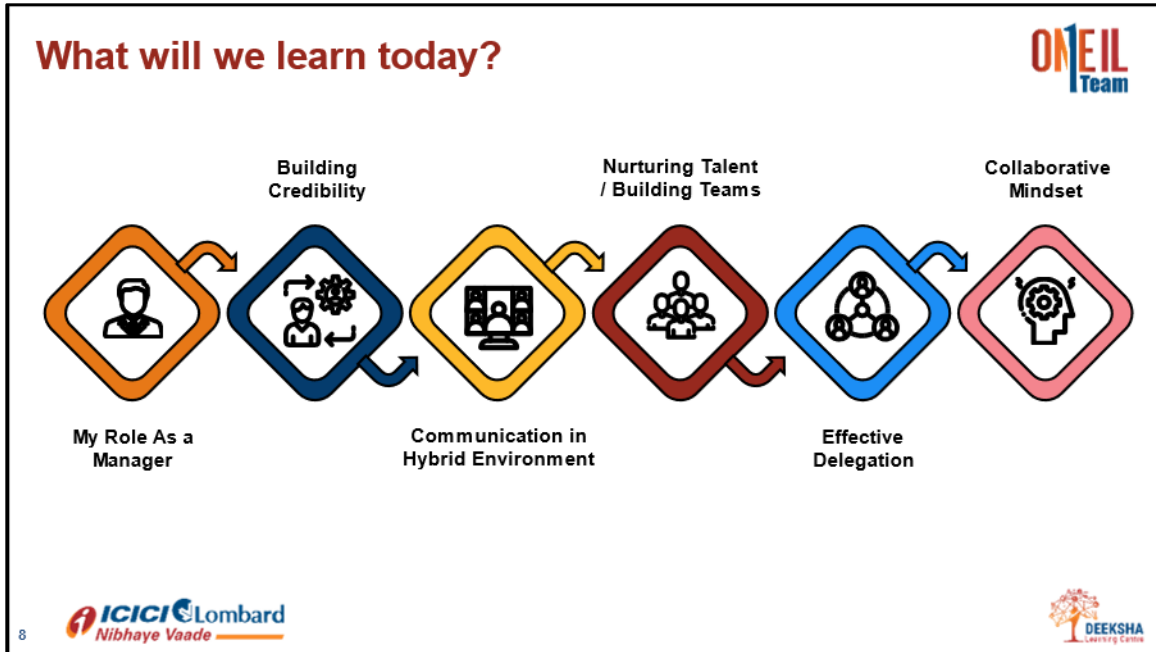
d. **Experiential Workshops:** In-person experiential workshops served as the cornerstone of the People Edge 2023 learning experience. Led by skilled Chrysalis facilitators, these workshops offered a dynamic and immersive environment. Participants engaged in a variety of activities, roleplays, and discussions designed to actively practice and refine their leadership skills. This hands-on approach encouraged experimentation, feedback, and focused development in the identified competency areas.

e. **Online Simulation:** To supplement the workshop experience, participants will utilize a specially designed online leadership simulation (currently under development). This realistic virtual environment allows participants to test their skills in complex scenarios requiring decision-making, communication, and other core competencies. The simulation provides a safe, feedback-rich platform for further practice and learning.

f. **Post-Assessment:** The People Edge 2023 program will conclude with a comprehensive online post-assessment, mirroring the initial phase. A post-program self-assessment will encourage participants to track their progress and identify areas where they continue to excel or want further growth. Updated 180-degree feedback from managers and team members will provide external validation of behavioral change and overall program effectiveness.

The Learning Journey has been given below –





All of these were deployed through Chrysalis Online and integrated with the ICICI Lombard LMS.

The Revised Methodology of the Intervention

Legend	Methodology	Details
	Orientation Video	This will be a context setting webinar for the participants by Business to drive the importance of this intervention to the future of ICICI Lombard and the participants' own professional future
	Pre-Assessment	There will be 2 parts to the assessment: <ul style="list-style-type: none"> This will be an assessment given online to establish the knowledge capability levels of the participants 180-degree feedback from the managers and team members to understand the current level of identified competencies
	Pre-Group Discussion	This will be done in groups of 5 where participants will get personalized attention while they pick up level 1 skills before entering the learning lab
	Experiential Workshops	Interactive workshops that will emphasize on hands-on experiences, active participation, and reflection around the identified competencies
	Online Simulations	An interactive online simulation comprising actual and relevant challenge scenarios that the team faces in the competencies.
	Post-Assessment	There will be 2 parts to the assessment: <ul style="list-style-type: none"> This will be an assessment given online to check the needle improvement in their knowledge assessment 180-degree feedback from the managers and team members to understand the improvement in the identified competencies

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The Time Duration Per Participant

Legend	Methodology	Time in Hours
	Orientation Video	0.25 (15 minutes)
	Pre-Assessment	0.5 (30 minutes)
	Pre-Group Discussion	1.5 (90 minutes)
	Experiential Workshop	16
	Online Simulations	0.33 (20 minutes)
	Post-Assessment	0.5
The total time commitment required per participant will be 19.5 hours		

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Adoption of the Program

After careful development, the "People Edge 2023" program received a comprehensive evaluation. ICICI Lombard's L&D and HR leaders thoroughly analyzed its design to guarantee its impact and alignment with company goals. Once approved, the Head of HR initiated a communication campaign. A detailed message was sent to all business leaders, formally introducing the program. This announcement stressed the importance of "People Edge 2023," underscoring its role in both promoting female leadership and enhancing overall job performance for women within the company.

To maximize effectiveness, the People Edge 2023 program utilized a blended learning model, offering participants a dynamic mix of online assessments, virtual discussions, experiential workshops, and simulations.

a. Orientation Video: Participants began their People Edge 2023 journey by viewing an engaging online orientation video. Delivered in a webinar format, this featured a respected ICICI Lombard business leader who outlined the program's purpose and its importance for the company's future. The video also highlighted the individual benefits for participants, emphasizing career growth opportunities and increased confidence within their leadership roles.



b. Pre-Assessment: The online pre-assessment phase provided a baseline for growth through two distinct components:

i. Self-Assessment: Participants completed a thoughtfully designed self-assessment questionnaire. This encouraged deep reflection on their current knowledge capabilities across the core leadership competencies addressed by the program.

ii. 180-Degree Feedback: To gain a well-rounded perspective, participants also requested feedback from their managers and team members. Utilizing a structured form, this feedback offered insights into how others perceive their leadership behaviors, highlighting areas for both potential development and reinforcement of existing strengths.

c. Pre-Group Discussion: Before delving into workshops, participants connected in small groups online. These discussions, facilitated by a program coach, fostered a sense of camaraderie and established a safe environment within the cohort. Participants had the opportunity to introduce themselves, share their early reflections from the self-assessment, and ask any questions they had about the upcoming program elements.

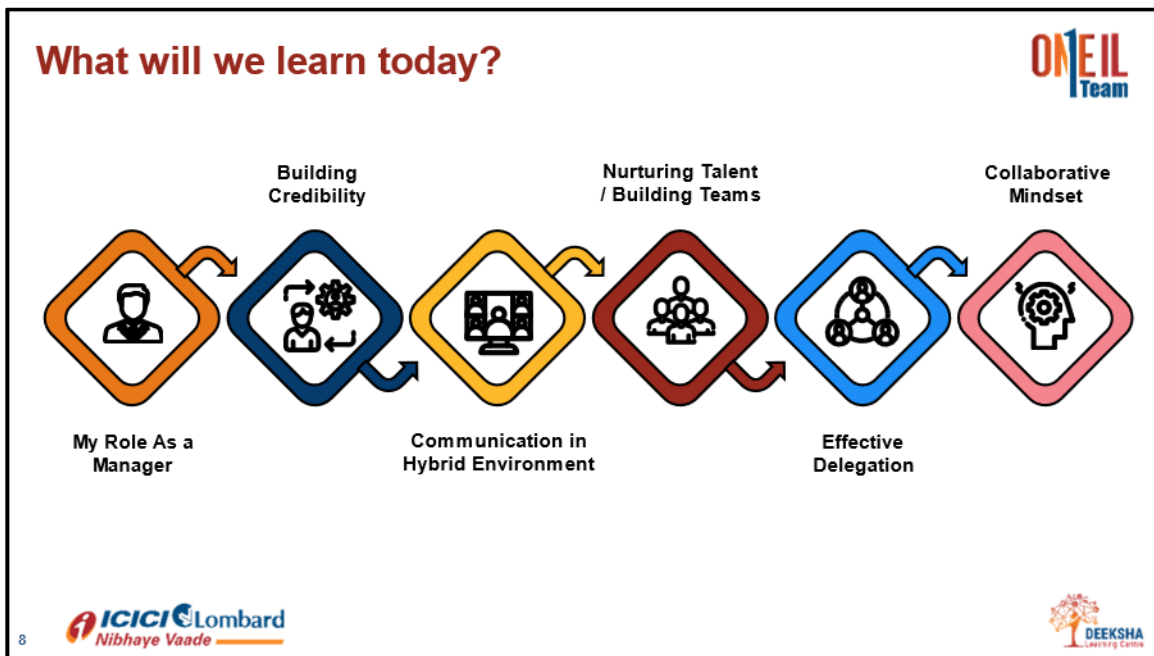
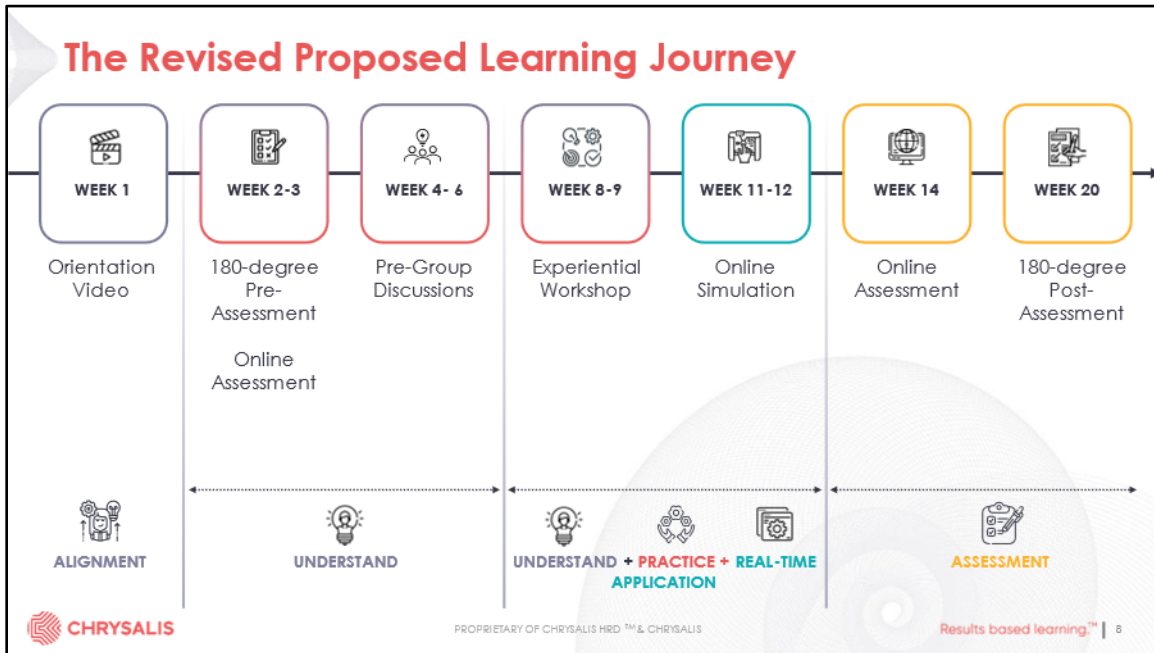
d. Experiential Workshops: In-person experiential workshops served as the cornerstone of the People Edge 2023 learning experience. Led by skilled Chrysalis facilitators, these workshops offered a dynamic and immersive environment. Participants engaged in a variety of activities, roleplays, and discussions designed to actively practice and refine their leadership skills. This hands-on approach encouraged experimentation, feedback, and focused development in the identified competency areas.

e. Online Simulation: To supplement the workshop experience, participants will utilize a specially designed online leadership simulation (currently under development). This realistic virtual environment allows participants to test their skills in complex scenarios requiring decision-making, communication, and other core competencies. The simulation provides a safe, feedback-rich platform for further practice and learning.

f. Post-Assessment: The People Edge 2023 program will conclude with a comprehensive online post-assessment, mirroring the initial phase. A post-program self-assessment will encourage participants to track their progress and identify areas where they continue to excel or want further growth. Updated 180-degree feedback from managers and team members will provide external validation of behavioral change and overall program effectiveness.



The Learning Journey has been given below –



All of these were deployed through Chrysalis Online and integrated with the ICICI Lombard LMS.



The Revised Methodology of the Intervention

Legend	Methodology	Details
	Orientation Video	This will be a context setting webinar for the participants by Business to drive the importance of this intervention to the future of ICICI Lombard and the participants' own professional future
	Pre-Assessment	There will be 2 parts to the assessment: <ul style="list-style-type: none"> This will be an assessment given online to establish the knowledge capability levels of the participants 180-degree feedback from the managers and team members to understand the current level of identified competencies
	Pre-Group Discussion	This will be done in groups of 5 where participants will get personalized attention while they pick up level 1 skills before entering the learning lab
	Experiential Workshops	Interactive workshops that will emphasize on hands-on experiences, active participation, and reflection around the identified competencies
	Online Simulations	An interactive online simulation comprising actual and relevant challenge scenarios that the team faces in the competencies.
	Post-Assessment	There will be 2 parts to the assessment: <ul style="list-style-type: none"> This will be an assessment given online to check the needed improvement in their knowledge assessment 180-degree feedback from the managers and team members to understand the improvement in the identified competencies



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The Time Duration Per Participant

Legend	Methodology	Time in Hours
	Orientation Video	0.25 (15 minutes)
	Pre-Assessment	0.5 (30 minutes)
	Pre-Group Discussion	1.5 (90 minutes)
	Experiential Workshop	16
	Online Simulations	0.33 (20 minutes)
	Post-Assessment	0.5
The total time commitment required per participant will be 19.5 hours		



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Even with meticulous planning, the implementation of a large-scale leadership development program like "People Edge 2023" often comes with its own set of unique challenges. Anticipating and strategically addressing these potential hurdles is critical to the program's success and long-term impact. Here are some key challenges that ICICI Lombard might have considered, and the solutions they may have implemented:



Challenges:

- **Time Constraints:** Busy professionals struggled to find dedicated time for a comprehensive development program.
- **Competing Priorities:** Managers and employees had difficulty balancing program participation with their existing workload and daily responsibilities.
- **Motivation & Engagement:** Maintaining consistent motivation and active participation throughout a potentially lengthy program was a concern.
- **Individualized Needs:** Ensuring the program catered to the diverse learning needs and career goals of a large participant group proved challenging.
- **Technological Barriers:** Potential challenges arose with online platforms or technology, especially if the program involved virtual components.
- **Resource Allocation:** Ensuring sufficient budget, personnel, and materials to support the program's execution required careful planning.
- **Measuring Impact:** Developing reliable methods to track the program's effectiveness and its impact on employee development was essential.

Potential Solutions:

- **Modular Format:** ICICI Lombard likely broke the program into smaller, digestible modules or sessions that could be completed flexibly around work schedules.
- **Managerial Support:** Managers were likely enlisted to champion the program, encourage participation, and provide flexibility when needed.
- **Needs Analysis:** ICICI Lombard potentially conducted pre-program assessments to tailor content and activities to the specific needs of participants.
- **Technical Support:** The organization likely provided clear instructions, technical support, and troubleshooting resources to ensure a smooth online learning experience.
- **Dedicated Resources:** A specific budget and a team were allocated for program design, administration, and follow-up.
- **Metrics & Feedback:** ICICI Lombard probably established clear success metrics and regularly collected feedback from participants to monitor progress and identify areas for improvement.



Measurable Benefits

ICICI Lombard and Chrysalis used the following methodologies to assess skill improvement with weightage attached to each modality:


Methodology	Details
Orientation Video	This will be a context setting webinar for the participants by Business to drive the importance of this intervention to the future of ICICI Lombard and the participants' own professional future
Pre-Assessment	There will be 2 parts to the assessment: <ul style="list-style-type: none">• This will be an assessment given online to establish the knowledge capability levels of the participants• 180-degree feedback from the managers and team members to understand the current level of identified competencies
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Experiential Workshops	Interactive workshops that will emphasize on hands-on experiences, active participation, and reflection around the identified competencies
Online Simulations	An interactive online simulation comprising actual and relevant challenge scenarios that the team faces in the competencies.
Post-Assessment	There will be 2 parts to the assessment: <ul style="list-style-type: none">• This will be an assessment given online to check the needle improvement in their knowledge assessment• 180-degree feedback from the managers and team members to understand the improvement in the identified competencies



The priorities for measurement were based on three levels:

What Will be the Measurement Metrics

 <p>EMPLOYEE FEEDBACK SCORE L1</p> <p>Check the reaction level of the employees post the Intervention through feedback scores</p>	 <p>KNOWLEDGE ACQUISITION L2</p> <p>Needle Improvement in the knowledge acquisition levels</p>	 <p>SKILL APPLICATION L3</p> <p>Needle Improvement in the 180-degree feedback survey</p>
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The Post Assessment of the program is still ongoing but so far we have collected data and analysed the following:

Average journey completion – 86.67% (of 60 participants universe across 3 batches)

48/60 Managers of the Participants have completed their pre-assessment of the participants (New Managers)

Average score in the Manager's Pre Assessment – 5.15/10

55 Participantst (New Managers) have completed their Pre-Assessments

Out of 60, 37 participants have completed their classroom trainings

Overall Intervention score: 4.87/5

Intervention design score: 4.86/5

Facilitator rating: 4.87

Total facilitators deployed: 3



CHRYSLIS Learning Journey_ICICI Lombard **ICICI Lombard**
 Nibhaye Vaade

People Edge_2023

Project Report				
Batch	Facilitators Name	Location	Classroom 1	Classroom 2
Batch 1	Urvashi Malviya	Mumbai	7	7
Batch 2	Anindita Gonsalves	Delhi	20	20
Batch 3	Vikita Jain	Hyderabad	10	10
Overall			37	37

Feedback Form Score					
	Facilitators Name	Location	Overall Intervention	Intervention Design	Facilitator Rating
Batch 1	Urvashi Malviya	Mumbai	4.80	4.77	4.83
Batch 2	Anindita Gonsalves	Delhi	4.94	4.94	4.95
Batch 3	Vikita Jain	Hyderabad	4.86	4.89	4.83
Overall			4.87	4.86	4.87

CHRYSLIS Learning Journey_ICICI Lombard **ICICI Lombard**
 Nibhaye Vaade

People Edge_2023

Project Report			
Participants	60		
Dropouts	0		
Active Universe	60		
100% Journey Completed (Corrant status)	40		
60% to 99% Journey Completed			
Milestones of the Project	Completed	Not Completed	Completed %
Completion of all 2 assessments	44	16	73%
Milestone Details			
Assessment by Manager (Pre)	48	12	80%
Pre-Assessment by Team Member (Pre)	55	5	92%
Milestone of the Project	Completed	Not Completed	Completion %
Pre-Group Discussion	53	7	88%
Classroom 1	37	23	62%
Classroom 2	37	23	62%



Overall

The largest employee population in most organisations is that of front-line workers. As a result, front-line managers play a critical role in building a healthy relationship between the workers and the organization. Because the workforce regards these front-line managers as the organization's face, support from the front-line managers is seen as organisational support. In most organisations the first managerial role is this crucial role of a front-line manager. Many first-time managers (FTMs) feel underprepared for their role.

In the ever-evolving business landscape, first-time managers play a pivotal role in shaping the trajectory of an organization. They serve as the crucial link between the top management and the workforce, driving the execution of strategies and maintaining the morale of the team. However, transitioning from an individual contributor to a managerial role can be challenging. As first-time managers, individuals often find themselves navigating new responsibilities, leading teams, and making critical decisions that can greatly impact their organization's success. In such a pivotal position, the importance of effective leadership cannot be overstated.

Rising to the position of people manager is regarded as a sign of professional development and may be regarded as a desirable job without employees having an adequate understanding of the extra responsibilities and strains that may be placed on them. A study showed that a lot of first-time managers struggle with issues like delegation, communication, time management and motivating others. The urge to prove oneself as "being worthy" of the position by simply "trying harder" may lead new leaders away from finding actual solutions to the obstacles they face.

The prospect of managing employees who were once peers is, yet another challenge faced by managers. Asserting authority and demanding accountability while still maintaining a trust-based relationship and positive work culture is a fine balancing act that even experienced managers struggle to pull off.

FTMs are often faced with the common phenomenon known as "Imposter Syndrome". It is used to define a sense of feeling undeserving of one's success or position in their personal and professional life. What sports teams have known for a long time is that Great players don't always make great coaches. This is one of the most well-established facts in the world of sports. The skills that determine individual brilliance are not the same as those that ensure collective achievement. The same can also be said for people finding themselves in leadership roles for the first time.



The first step to creating an effective leader is to help people see themselves as leaders. This however is easier said than done. Leadership training goes beyond simply promoting employees to managerial positions; it focuses on cultivating crucial leadership skills. First-time managers learn the art of effective communication, ensuring that they can convey their vision and expectations clearly to their teams. They understand the significance of delegation, empowering team members to take ownership of their tasks and fostering a sense of responsibility. Moreover, leadership training teaches managers how to motivate and inspire their team members, nurturing a positive work environment that encourages personal and professional growth. By mastering these skills, first-time managers lay a strong foundation for successful leadership that can drive their teams toward excellence.

Now that People Edge 2023 was back to in-person training,, when teaching an in-person class, instructors can see learners' faces, notice non-verbal cues and gauge their level of engagement in real time. Then, they can adjust the way (and the pace at which) they deliver the lecture to make sure they are getting through to a large majority, if not all, of the learners taking the class.

Gaining the confidence of learners is key in building a bond that ensures effective knowledge transfer. In ILT, instructors need to go the extra mile to connect with learners and make them feel comfortable while establishing themselves as the go-to person for their questions.

ICICI Lombard created a well-thought-out approach to the training schedule using the in-house LMS as well as email and chat groups using automated invitations.

It is easy to kickstart a program because of the initial excitement and curiosity of learners at ICICI Lombard but the challenge arises in sustaining the momentum. The biggest challenge in this program was chasing the participants to complete the remaining elements of the journey post the experiential workshop. With constant follow-ups from L&D and Program Manager, the drive was created for participants to complete their journeys. People Edge was spoken about in town halls and leadership meets so that there would be a greater buy-in from participants on completing their learning journeys.

Thus, by investing in leadership training for first-time managers, organizations can cultivate strong leaders who effectively guide their teams, drive employee engagement, and achieve organizational success. Through the development of essential skills, confidence, and adaptability, first-time managers can thrive in their roles and contribute significantly to the growth and prosperity of their organizations.

Ultimately, leadership training empowers first-time managers to unlock their leadership potential, inspiring their teams, and encouraging growth. With the right training and support, first-time managers can embark on a successful leadership journey and set the stage for their future growth and advancement.

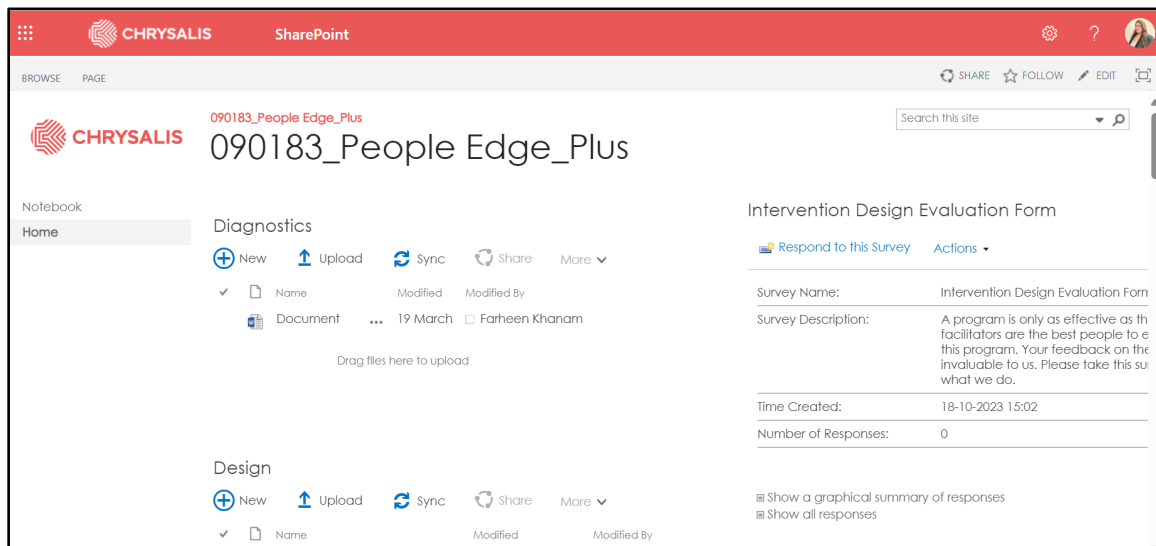


Key lessons learned by the L&D team:

- Frequent sharing of dashboards with participants and their managers encourages them and engages them in a healthy competition
- Getting managers and team members involved in Pre and Post assessment gives a more holistic view of how the participants are faring and what are the perceptions they have
- Assessing at Skill Acquisition and Skill Application level enables L&D to focus on key skills and competencies that need to be honed
- Action Plans and Toolkits a module level in the program design breaks down activities for the participants thus not overwhelming them

PROGRAM MATERIAL

All the raw files of the programs are housed on Chrysalis SharePoint. Chrysalis worked with the ICICI Lombard team to understand the business needs. They used the concepts of Organizational Congruence to see if the need is rooted in actions or processes or the philosophy of the organization.





This screenshot shows the SharePoint interface for the 'Design' folder. The top navigation bar includes the CHRYSLIS logo and 'SharePoint' text. Below the navigation bar, there are options for 'BROWSE' and 'PAGE', and actions for 'SHARE', 'FOLLOW', and 'EDIT'. The main content area displays a list of files and folders:

Name	Modified	Modified By
People Edge Plus_061023	8 November, 2023	Farheen Khanam

Below the list, there is a 'Drag files here to upload' prompt. The 'Development' section is also visible, showing a list of files and folders:

Name	Modified	Modified By
12_Work in Progress	18 October, 2023	IT Helpdesk
01_Pre-Assessment_PE_Plus	Yesterday at 10:38	Kirat Sandhu
01_Webinar_230224	20 February	Kalyan Das

This screenshot shows a SharePoint folder view with several files and folders. The file 'Psychometric Assessments for People Edge Plus' is selected, highlighted in blue. The list includes:

Name	Modified	Modified By
assess manager		
People Edge Plus Pre-assess team member	3 November, 2023	Farheen Khanam
People Edge Plus psychometric launch	2 November, 2023	Farheen Khanam
Psychometric Assessments for People Edge Plus	16 November, 2023	Farheen Khanam
Revised Pre-Assessment_PE_Plus_JJ Edit	20 November, 2023	Farheen Khanam
Summary Deck	Yesterday at 10:13	Farheen Khanam

Below the list, there is a 'Drag files here to upload' prompt. The 'Completed Intervention' section is also visible, showing a list of files and folders:

Name	Modified	Modified By
20_AV Material	18 October, 2023	IT Helpdesk



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