



Context

LEADERSHIP DEVELOPMENT INITIATIVE AT ONE OF THE WORLD'S LARGEST BANKING AND FINANCIAL ENTITY



The captive unit for the world's second largest banking and financial services company had ambitious growth goals. The leadership team was expected to create a strong foundation to engage with each to ensure seamless working toward achievement of the goals.

The intervention was therefore aimed to develop **Senior Leadership Team (SLT)** on essential **Emotional Intelligence** competencies in order to achieve the following:

- I. Define and build a common culture for the captive business
- II. Know, agree, accept and commit to the behaviours expected to be displayed by them
- III. Own accountability for the Results they create- with respect to Customer, Processes and People.
- IV. Build Individual Maturity- Role model the organizational values and cascade them to teams

The target audience included the Business Head of the captive and 11 leaders from the Senior Leadership Team. These leaders headed different verticals and came with a rich experience of 18-25 years.

Our Approach

The development solution proposed by InspireOne was divided into two phases:

Phase I

- I. A detailed diagnostics exercise was carried out which involved one-on-one interviews with the SLT members to decipher the current state of functioning with respect to processes and people. The exercise resulted in understanding team goals, team interdependencies, factors that help and hinder the team from accomplishing its objectives.
- II. Each SLT member was administered the Personal EQ Meter© (PEQM) - an online instrument to assess individuals on their Emotional Intelligence competencies. Members went through an individual feedback session with an InspireOne Consultant to understand their personal EQ profiles. Basis the feedback session, they were supported to create individual plans to Start, Stop and Continue activities that are in line with their strengths and development areas.
- III. A development workshop was conducted which brought all the SLT members together for a day. The team used insights from the diagnostics exercise to create a Desired State within which they would like to function. Joint action Plans were also identified for the team to execute at the workplace to achieve the Desired State.



Phase II

- I. A month post the development workshop, the SLT members individually met with the InspireOne Consultant to share the progress on their individual development and get coaching inputs to build on it.
 - II. A second workshop was conducted to present team members a safe and trusting environment to share their PEQM profiles and receive feedback on the changes they have been working to create. The intervention came to a closure with the team identifying processes to sustain the positive impact created. Some members continued getting coaching support from the InspireOne Consultant on specific areas of development.
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Individual-

Participants shared examples reflecting positive change in behaviours such as:

- I. Becoming more accepting of cultural diversities
- II. Adopting a more inclusive leadership style by involving their team members in critical decisions
- III. Starting 1:1 monthly conversations to understand their team's challenges
- IV. Stretching themselves more at work and taking on more challenges

Team-

The team witnessed changes in their way of functioning through:

- I. Regular and effective communication
- II. Higher tolerance and acceptability of diversities
- III. More focused reviews
- IV. Joint accountabilities
- V. Independent and self-sustained working culture
- VI. Open and trusting work relationships