



The Bank needed its Assistant Vice-Presidents and Vice-Presidents to develop according to a set leadership development model.

The AVPs and VPs had to deal with team members, peers and superiors in India and also work across multiple geographies including UK, Singapore, Shanghai and HongKong and they had to communicate with senior people in the hierarchy across these locations.

### Diagnosis

We felt that the two critical areas that needed development were impactful communication and the ability to influence stakeholders.

### Action

- We built a 9 week learning module based on the 70-20-10 model of training. 70% comes from learning on the job, 20% from peer learning and 10% from role modelling.
- We identified situations where there was sub-optimal impact of communication and ability to influence and built experiential workshops around those situations.
- We created a framework which demanded their reflective learning on a daily basis and weekly peer-sharing sessions were facilitated by Kelsa.
- Progress was tracked weekly.

### Result

Post intervention measurements showed that they had developed the capabilities not only through ratings by their supervisors but also from feedback of stakeholders from various locations. They had scaled up to take greater responsibilities.

# LEADERSHIP

# DEVELOPMENT

“ Why should VPs and AVPs need constant support from senior management for the full delivery of their roles... ”

- A large multi-national bank.