



**GREAT  
PLACE  
TO  
WORK®**

Top 100 best  
companies  
to work for **2011**

**India**



## **Leadership development & Training**

- A Practitioner's perspective

**Ritesh Agrawal**

Vice President-HR  
DLF Pramerica Life Insurance

August 6, 2011



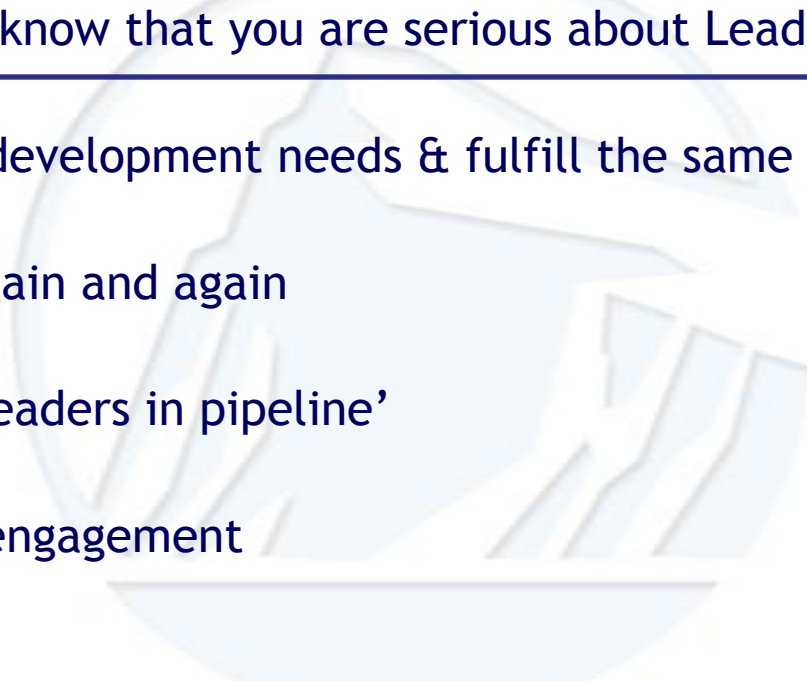
# DLF Pramerica Life Insurance Company

- A Young Company
  - Just 3 years old and growing
  - Over 1200 Employees
  - Average age: 30 years
- Geographically spread all over India-
  - Only 200 employees in Gurgaon HO
- Life Insurance Industry experiencing challenges of
  - Talent attraction
  - Leadership capability in Agency Field Sales
- One of the Top 100 Companies to work for



# My Learnings

1. Let your leaders know that you are serious about Leadership development
2. Recognize their development needs & fulfill the same in a holistic manner
3. Walk the talk- again and again
4. Do not ignore “Leaders in pipeline”
5. Build employee engagement
6. Have fun!

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# Annual Talent review round-table

- Covered 40 employees at the AVP+ level- 2<sup>nd</sup> year in a row
- Round-table exercise led by the respective functional heads & facilitated by HR
  - Key stake holders among Senior Management team as well as the MD & CEO for each discussion.
  - **One hour on each individual (on an average).**
- **Feedback shared - as transparently as possible**
  - Head HR and functional Head share the feedback- in a written document
  - Employee comments are captured and sign off taken
  - Documented in employee records, available for reference
  - Would form the basis for development plan for the employee



# Talent review process outcome: PERFORMANCE - POTENTIAL GRID

<b>Potential</b> High (19) (50%)  Med (16) (40%)  Low (5) (10%)	<b>H1</b>	<b>H2</b>	<b>H3</b>
	<b>M1</b>	<b>M2</b>	<b>M3</b>
	<b>L1</b>	<b>L2</b>	<b>L3</b>
<b>Performance</b>			
Effective Contributor (21) (50%)		High Contributor (17) (45%)	Exceptional Contributor (2) (5%)

# Talent review process outcome: PERFORMANCE - CRITICALITY GRID

<b>Criticality</b> High (25) (62%)  Med (13) (33%)  Low (2) (5%)	<b>H1</b>	<b>H2</b>	<b>H3</b>
	<b>M1</b>	<b>M2</b>	<b>M3</b>
	<b>L1</b>	<b>L2</b>	<b>L3</b>
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Effective Contributor (21) (50%)		High Contributor (17) (45%)	Exceptional Contributor (2) (5%)

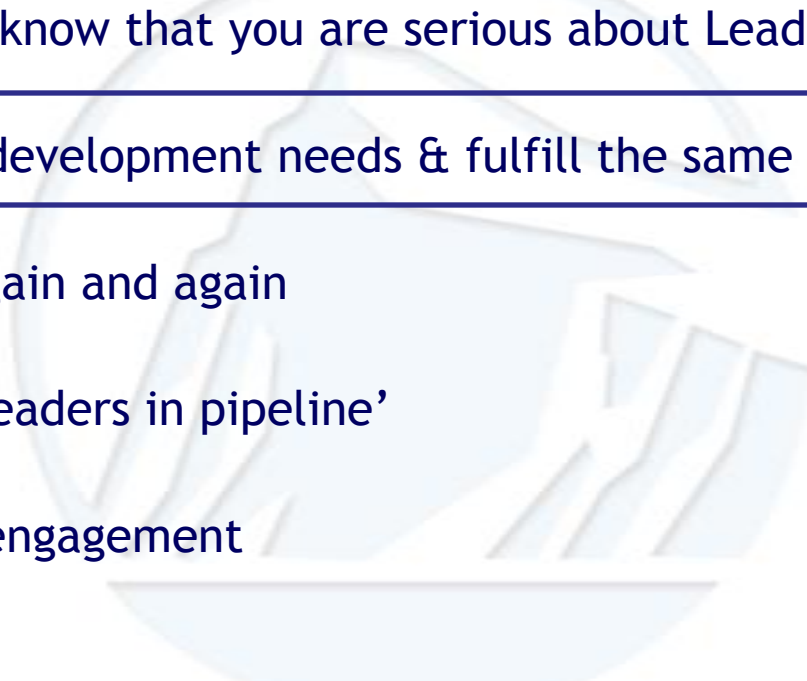
# Resultant actions

- **Compensation differentiation**

- Ensuring competitive market positioning on Fixed Compensation
- Need based Compensation review/ revisit on a 6 monthly basis
- Sharper Long term Incentive Plan
- Recognition- various R&R events at International locations are leveraged as a vehicle to recognize hi performing/ potential/ critical colleagues
  - - All identified Hi-POs participated in Sales conventions in 2010-11

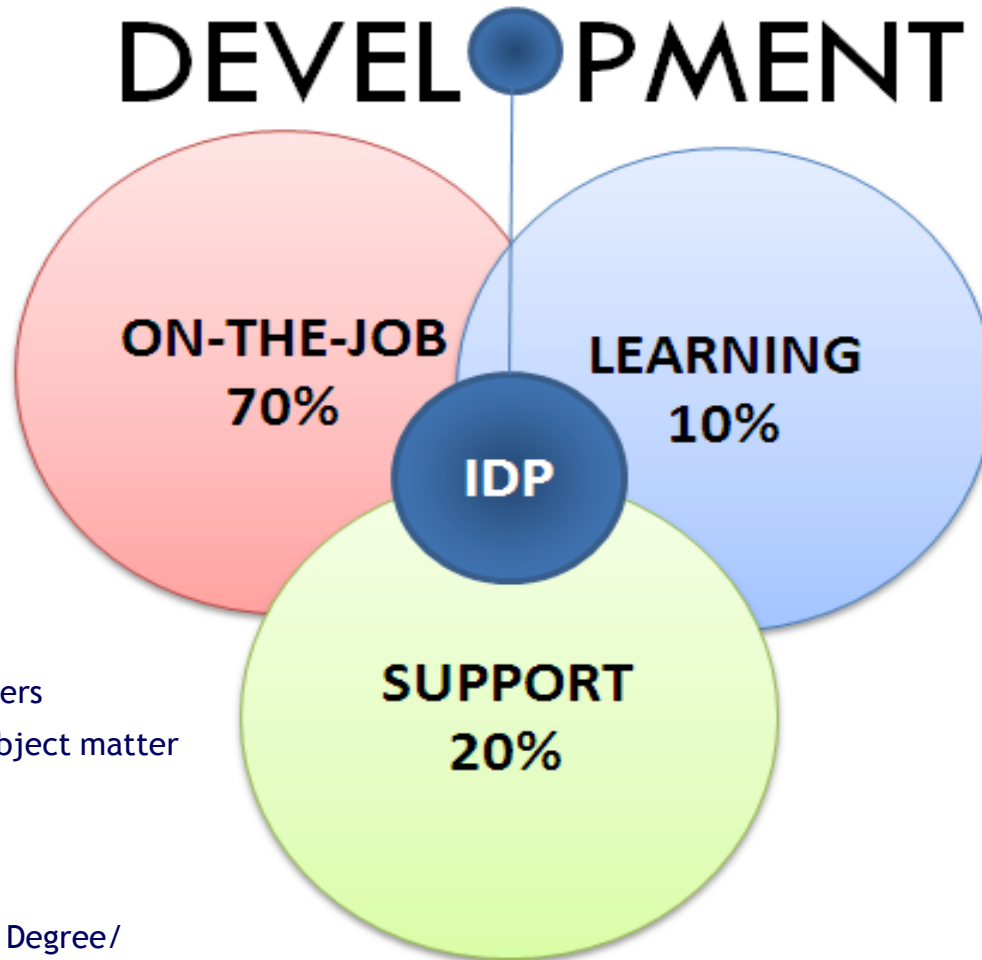


Grid Placement	Numbers	Fixed Comp. Placement	LTIP	Promotions
H3 Both on Potential and Criticality	2/34 (6%)	2- Q3 (previously on Q2)	100%	Promoted once (Oct '10)
H2 Both on Potential & Criticality	7/34 (21%)	3 – Q2 (previously on Q1) 1 – Q2 (previously B.Mkt) 1 – Q2 (previously on Q2, >DPLI Exp) 2 – Q3 (previously on Q2)	100%	3/10 – Two promotions 6/10 – Promoted once (1 in Apr '11 & 5 in Oct '10) 1/10 – Not promoted. 1 yr in DPLI
H1 Both on Potential & Criticality	3/34 (10%)	1 – Q2 (No change in Quartile) 1 – Q3 (previously on Q2) 1 – Q4 (previously on Q3)	100%	2/3 – Promoted once (1 in Apr '11 & 1 in Oct '09) 1/3 – Not promoted. 1 yr in DPLI
H2 on Criticality M2 on Potential	4/34 (12)	2 - Q2 (previously on Q1) 1 – Q3 (previously on Q2) 1 – Q4 (previously on Q3)	100%	1/4 – Promoted once (in Apr '11) 2/4 – Promoted once (in Oct '10) 1/4 - Promoted once (Check for Sonali)
H2 on Potential M2 on Criticality	1/34 (3%)	Q2 (previously on Q1)	100%	Promoted once (in Apr '11)
H1 on Criticality M1 on Potential	6/34 (18%)	2 - Q2 (previously on Q1) 1 – Q3 (No change in Quartile) 2 – Q4 (Previously on Q3) 1 – Q4 (Previously on Q4)	100%	1 - Promoted once (in Apr '11) 4 - Promoted once (Check Timeframes) 1 – Not promoted
H1 on Potential M1 on Criticality	2/34 (6%)	1 – Q1 (previously B.Mkt) 1 – Q4 (previously on Q2)	100%	1/2 – Two promotions (in Apr '09 and Apr '11) 1/2 – Promoted once (in Oct '09)
M2 – M3 Both on Potential & Criticality	1/ 34 (3%)	Q3 (previously on Q2)	100%	Don't know as yet
M1 Both on Potential & Criticality	4/34 (12%)	3 – Q3 (No change in Quartile) 1 – Q1 (previously B.Mkt)	75%	1/2 – Promoted once (in Oct '09) 2/4 - Not promoted. 1 yr in DPLI 1 – Not promoted
M1 on Potential & L1 on Criticality	2/34 (6%)	1 – A.Mkt (previously on Q4) 1- Q2 (No change in Quartile)	50%	1/2 – Promoted once (in Oct '09) 1 – Not promoted
L1 Both on Potential and Criticality	2/34	1 – A.Mkt (previously on Q4) 3 – Q3 (No change in Quartile)	0%	2/2 – Promoted once (in Oct '09) Current Status – 1 on exit mode

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# 70:20:10 model - A holistic approach to development

## DEVELOPMENT



- Challenging assignments
- Special project teams
- Day to day experiences and activities
- Community involvement
- Visibility/exposure

- Training classes - In-house/ external training programs/ seminars/ conferences
- Continuous Education / Management Development programs
- Books/media
- Webcasts/Online/ distance education programs

- Seeking feedback from peers
- Seeking feedback from subject matter experts
- Mentoring/ coaching
- Networking/relationships
- Structures feedback - 360 Degree/ Appraisal feedback from supervisor

# Leadership Compass – 360 Degree Feedback

**User Login**

Login

Password

**Leadership Compass**  
DPLI: 360 Degree Feedback Survey

Page - 10   Self Feedback	1 Not at All	2 To a Little Extent	3 To a Moderate Extent	4 To a Large Extent	5 To a Very Large Extent
<b>I BELIEVE THAT I</b>					
1. Actively share talent team members with other teams for the good of the company and the individual.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. React quickly to problems or opportunities. Have a sense of urgency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Develop DPLI networks and alliances.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Continuously seek to improve processes and procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Find ways to measure and track customer satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Am willing to share information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Choose and stand by the right path considering company policies, procedures and stakeholders' interest at the forefront.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Am a true "Go-getter."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Am a risk taker and challenge the status quo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Menu**

- 360 Feedback
- Manage My Notifications
- Provide Feedback
  - Feedback to Self
  - Feedback to Others
  - Status of my feedback to others
  - Status of feedback from my Respondents

**Welcome to Leadership Compass - DPLI 360 Degree Feedback**

DPLI is pleased to launch Leadership Compass - the 360 Feedback tool for its employees. The 360-degree feedback process offers a unique opportunity for employees to discover:

- How their work colleagues perceive and are impacted by their behaviour.
- Blind weak spots that can come in the way of performance in dynamic work contexts.
- It leads to identification of areas of development.

360 Feedback includes seeking feedback from a cross section of sources, analyzing the same and providing developmental inputs to the participant. At DPLI, this process will enable the participants to seek detailed feedback from their Supervisor, Peers/Customers and Direct Reports on the DPLI leadership Competencies and values and will help them plan their development in a focused manner.

Please be assured that your feedback is anonymous and confidential and your feedback will only be shared with you. To ensure anonymity and confidentiality, we shall only report average scores by respondent categories. No individual scores by names shall be reported.

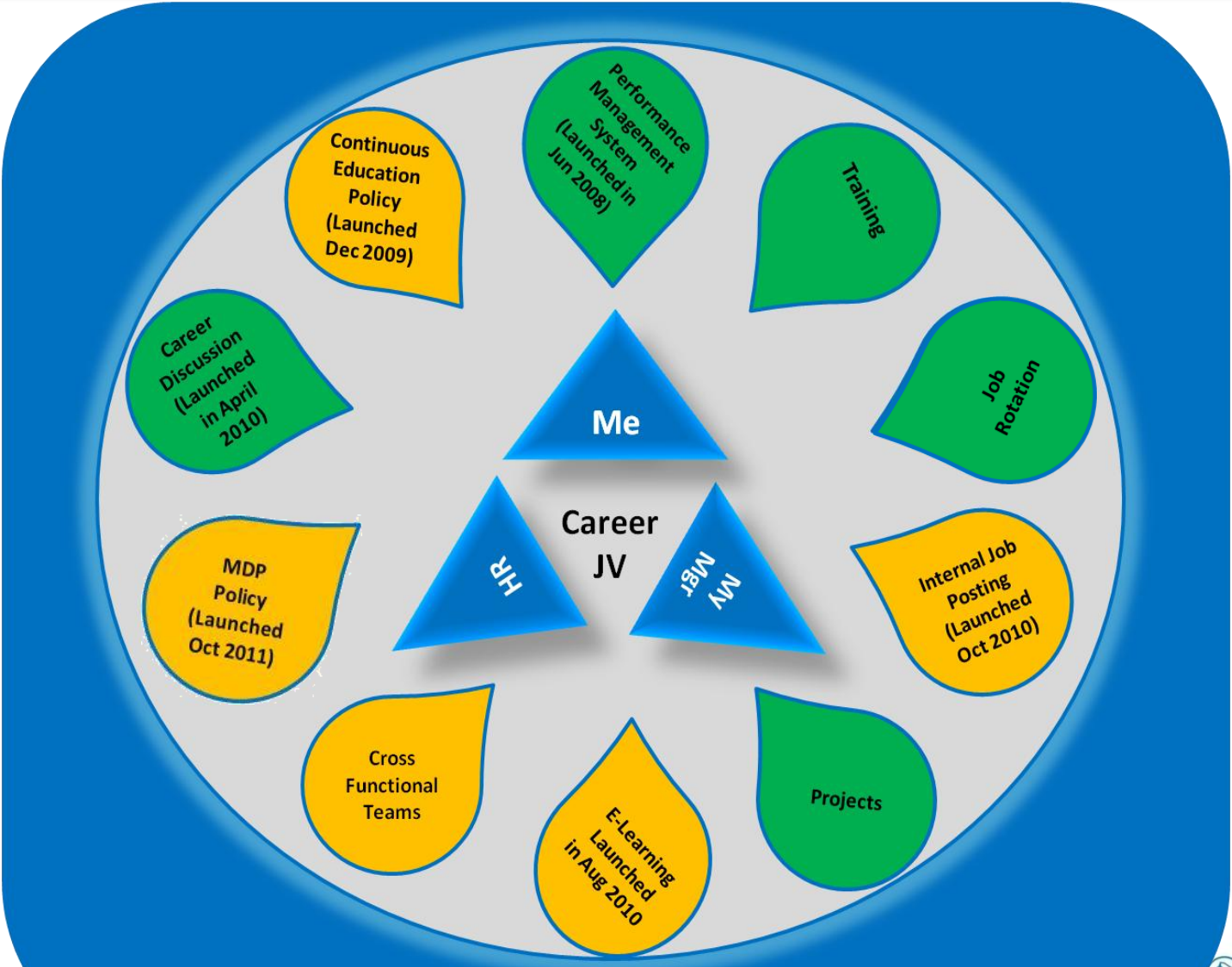
You will identify a list of respondents in the categories of Supervisor, Direct Report, Peers and Customer who will provide feedback to you through the system. There is an option of adding/deleting respondents in each category. The various categories of respondents and their definitions are as following:

**Supervisor** : Immediate superior. In a matrix structure, there could be more than one supervisor. In case the supervisor has changed in last year and the previous supervisor is still in the company, you worked for a period of 6 or more months, you can choose both to seek feedback.

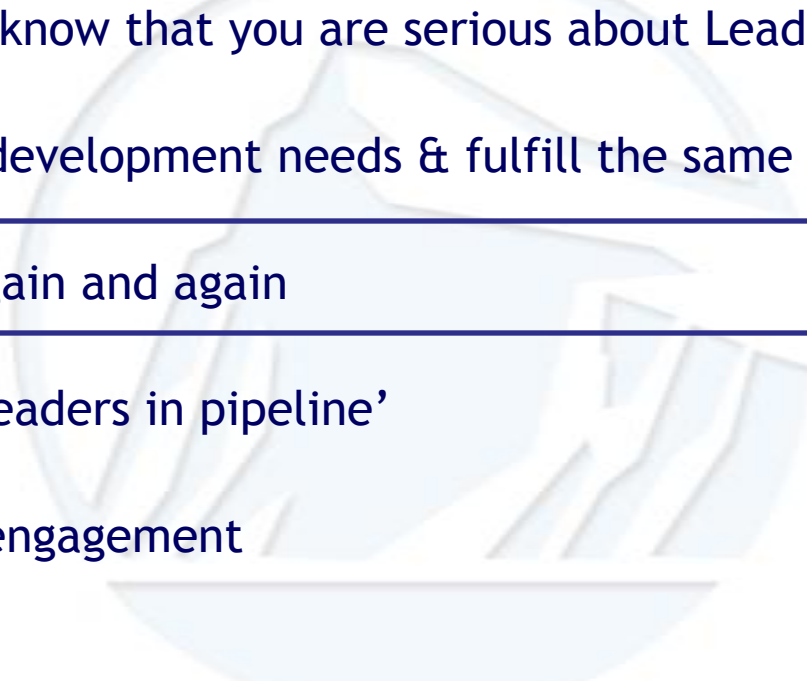
**Direct Report** : People one or more levels below you: a) whose work you supervise and appraise and b) with whom you have a professional working relationship for 6 or more months.

- 360 feedback Launched for AVP + colleagues (56 Participants)
  - On an average 15 Respondents per participant
  - Involvement of 260 employees across DPLI
- Based on DPLI Leadership Competencies and DPLI Values
- Outsourced Administration and moved 100% Online; Internet Based
- Ensured orientation of all - Customized for Participants and Respondents
- Use feedback for Development Planning -Development Plans to be based on 70- 20- 10 Model

# Development Focus



Career Management Tools & Resources

- 
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# Quarterly Training Calendar

## IQ CALENDAR 2011 (July—Sep)

### JULY



**8 July 2011**  
**FOCUS Workshop**  
**A Franklin Covey Program on**  
 Time Management, Planning and  
 Prioritizing (By nominations only)



**16 July 2011**  
**FOCUS Workshop**  
**A Franklin Covey Program on**  
 Time Management, Planning and  
 Prioritizing (By nominations only)



**22 July 2011**  
**Achieving Personal Goals**  
 (Self nomination)



*I am back...*

Interested in any of  
 these sessions...  
 contact your line  
 manager or write to us

### AUGUST



**4-5 August 2011**  
**Certified Recruiter Level 1**  
 Competency Based  
 Interviewing (By nominations only)



**6 August 2011**  
**FOCUS Workshop**  
**A Franklin Covey Program on**  
 Time Management, Planning and  
 Prioritizing (By nominations only)



**11-12 August 2011**  
**Crucial Conversations**  
 Enhance your ability to  
 handle conversations when  
 stakes are high (By nominations only)



**12 August 2011**  
**Economics of Life**  
**Insurance Basics of Life**  
 Insurance (Open for all)



**20 August 2011**  
**Economics of Life**  
**Insurance DPLI Product**  
 Design (Open for all)

### SEPTEMBER



**8-9 September 2011**  
**Certified Recruiter Level 1**  
 Competency Based  
 Interviewing (By nominations only)



**16 September 2011**  
**Conflict Management**  
 Strategies that would help  
 you sail through conflicting situations  
 (By nominations only)



**16 September 2011**  
**Economics of Life**  
**Insurance DPLI Products**  
 (Open for all)



**23 September 2011**  
**Win Over** - 10X your  
 ability to influence your  
 stakeholders (By nominations only)



**23 September 2011**  
**Working with Outsourced**  
**Vendors/Business Partners**  
 (Open for all)

# Communicating....Excitement

## THEME OF IQ Calendar

Move out of your shell.. Take Charge of your Development.



**Cut Out of Tortoise  
created to build  
excitement and curiosity**

**Posters published for IQ  
calendar , Teasers sent  
on alternate days.**



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# All aspects of development needs

**Insurance- Domain**

**Customer Service**

**Project Management**

**IT Series**

**Managing Self**

**Managing Others**

# All levels of leaders and “leaders in pipeline”

## Managing Self



1. Writing and presenting business cases
2. Having difficult conversations
3. Personal Effectiveness
4. Emotional Intelligence
5. Work Life Balance

1. Make your boss think your way - making impactful presentations
2. Communicating with peers and subordinates thru email
3. Writing a business case and making an executive summary

1. Fundamentals of presentation skills - one to one and one to many
2. Email Etiquettes
3. Power your Power Point Presentations
4. Writing Exec summary, memo and meeting schedules

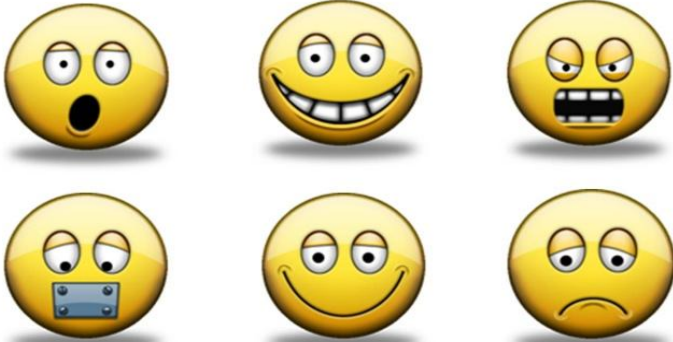
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# Build Employee Engagement... Employee Opinion survey




**DLF Pramerica**  
LIFE INSURANCE

## Xpress Yourself!



**However You Feel About DPLI  
We Want To Know!**

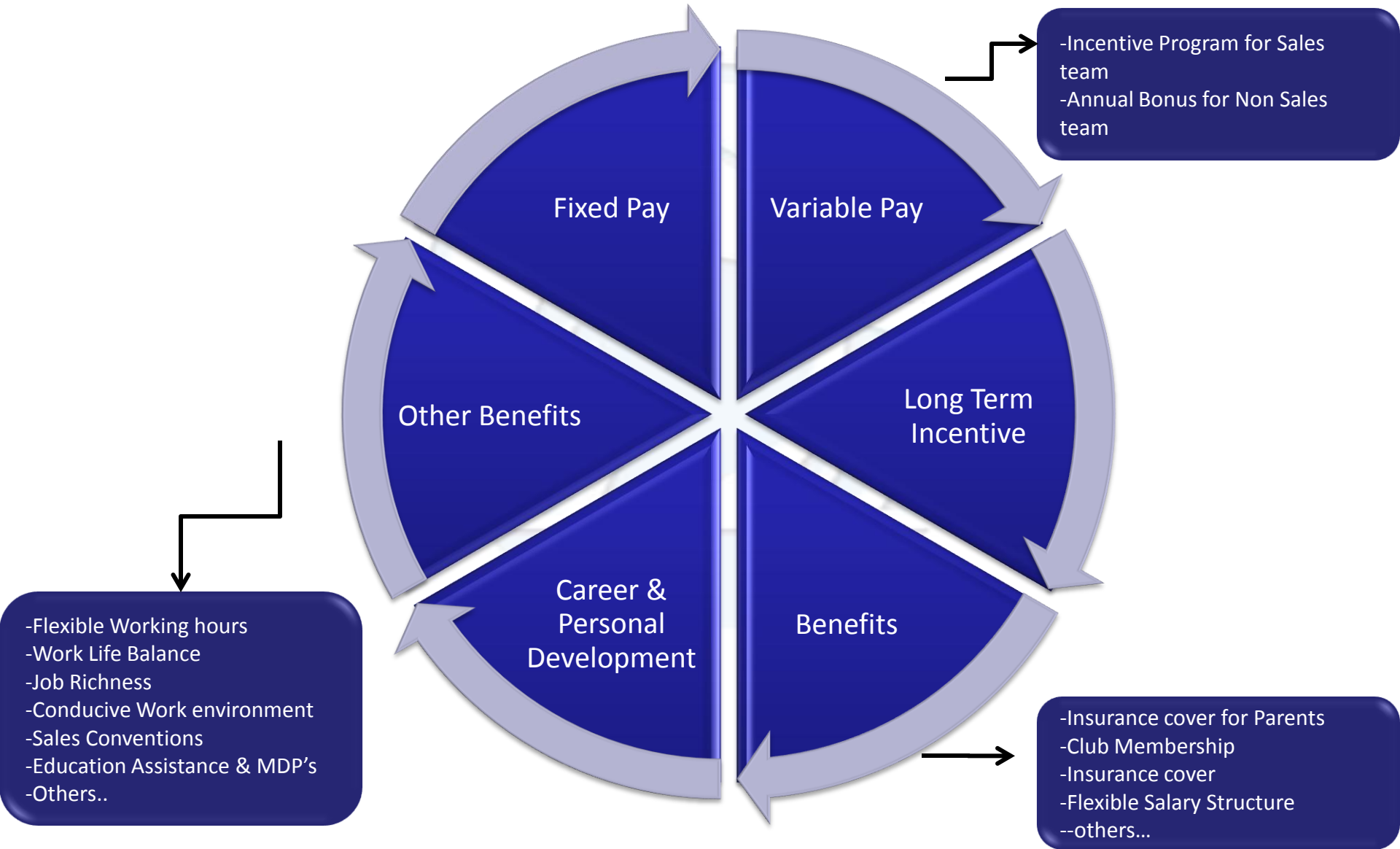


Introducing **DPL Insight**, our very own Employee Opinion Survey! This is your chance to make yourself heard, express your views and contribute towards making DPLI more "ROCK"ing than ever before! Your opinion counts! .

Eligibility – All Employees having joined on or before the 15<sup>th</sup> of April 2009 are eligible to participate in the survey

More information coming soon to your workstation!

# Total rewards approach



# Enhancing Diversity:.....Women's darbaar

## Key Objectives of Women Darbaar

- Dedicated Engagement Initiative with Women Employees
- Understanding concerns through discussion/ survey mode
- Inspiring and developing more women Leaders



## Suggestions

## Actions Taken

Facilities at temp offices (Chandigarh Office) to be women friendly

Permanent Office at Chandigarh

In cases of sexual harassment discussions, hearings must happen at off locations

Held as discreetly as possible; choice given to employee

Basements need to be lit up as they are very dark

HO basement well lit up with security guard on duty

Plan training/ induction sessions according to convenience of women instructors

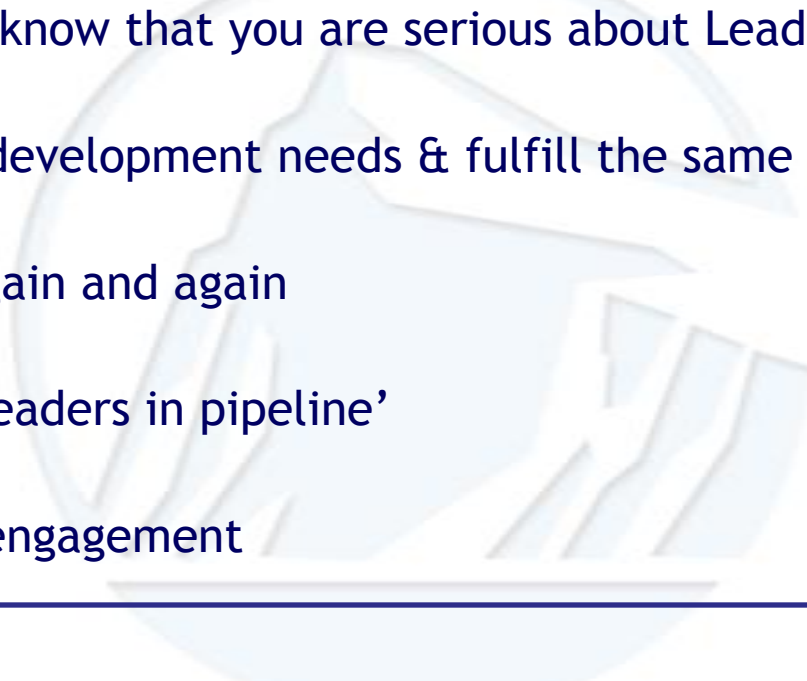
Sessions planned keeping the safety in mind

No mobile nos. on visiting cards

Not Mandatory

Travelling during late nights in trains/ flights; pickup-drop service by company appointed taxi vendor

Cabs organized

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## Celebration of Festivals

- All festivals are celebrated with different themes.
- Engagement [Calendar](#) is published with different themes.

On all festivals



# Thanks

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