

Talent Advisory

Case Study

Developing and Retaining Leaders

For one of the largest fintech companies in India

Technology Practice

Background

Our client is one of the largest fintech companies in India. In their hyper-growth phase, they faced challenges in retaining their leadership group due to the dynamics in the external environment and the challenges associated with their location.

What was the exact ask

The client wanted to ensure higher retention in their leadership team and direct reports, as higher attrition would make the hyper-growth phase extremely difficult to sustain.

The process

We started with understanding the on-ground situation through one-on-ones and focused group discussions with the top three leadership levels and understanding the organization's existing programs/policies. Based on our findings, we designed an intervention that was conducted in multiple paths running in parallel:

- **Path 1:** Relooking at the existing policies to make them more employee-friendly.
- **Path 2:** Relooking at the compensation strategy, including through a market benchmarking study, introducing a much more employee-friendly ESOP structure.
- **Path 3:** Designing the organization structure to enable a bouquet of career paths to ensure that the employee aspirations can be met within the organization.
- **Path 4:** Redesigning the performance management system to incorporate continuous feedback.
- **Path 5:** Designing a leadership development program to upskill. This included helping individuals identify their strengths and areas of development through Hogan assessments.
- **Path 6:** Coaching of identified subset of leaders to help them address their on-ground challenges.

Duration

6 Months