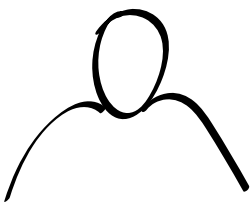




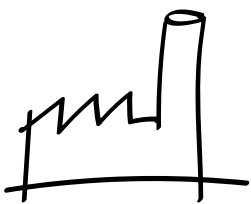
OBJECTIVE

DEVELOPING THE NEXT GENERATION OF LEADERS



SOLUTION

CELEMI APPLES & ORANGES™



COMPANY

APOLLO HOSPITALS (AHEL)

THE SPIRIT OF LEADERSHIP: BEYOND BUSINESS METRICS

Apollo Hospitals (AHEL) is the forerunner of integrated healthcare - in Asia as well as globally. AHEL is expected to expand its operations across India at a very fast pace in the next two years - and also enter various international markets.

As businesses look for fast growth, chronic skill gaps combined with a mismatch between demand and supply of talent means that retaining and getting the right people in the right places at the right time has become very critical. Hence, to AHEL, developing the next generation of leaders is key to drive the planned growth.

STRENGTHENING THE ORGANIZATION

In this context, establishing the leadership bench strength has become one of the top priorities of AHEL.

Therefore, the company has taken the initiative of introducing the concept of a "Chairman's Club". The purpose is to build the talent pipeline of leaders who would then steer the organization and make it stronger.

QUOTES

“Siksha has partnered with us for one of our key leadership development intervention. Today they have become one of our preferred choice of learning and development partner. Especially I would like to compliment Siksha for the pre work preparation for all the interventions.”

- Showri Reddy,
DGM Corporate
Human Resources &
Learning Champion
- Chairman's Club

In order to sustain its fast pace of growth, AHEL needs to identify key talent and groom them to take on increasingly relevant roles to help grow the business into the future. To make this happen, AHEL thus decided to:

- Identify, manage and develop its administration doctors and managers for current and for future business plans
- Establish processes to measure competence
- Create a range of developmental tools and processes to provide tailored approaches depending on the individual employee needs
- Identify ways to obtain and retain those who are critical to success
- Establish suitable approaches to deal with those who no longer fit organization requirements

A nine month Leadership Development journey was to be design based on the above.

The Chairman, along with the Management Committee at AHEL, were the business sponsors, internally led by the Chief People Office/L&D in partnership with Celemi Solution Provider Siksha.

The target groups were 25 Team Members (ranging from Doctors

to VP Level Executives), perceived as the high potential leaders nominated by the respective businesses at AHAL, across India.

IDENTIFYING 'CRÈME-DE-LA-CRÈME'

AHEL partnered with Celemi Solution Provider Siksha to enhance Apollo's functional and managerial capability by creating and developing 'Chairman's 25 Club' comprising top talent.

Siksha and the Apollo Learning & Development Team proposed a nine month intensive Leadership Development Journey, that:

- Identified the 'crème-de-la-crème of talent' from the Doctors in administration roles and executives in DGM to VP cadre across functions and locations
- Uncovered their strengths, developmental areas and developed a personal leadership roadmap putting them on a path to sustain individual excellence
- Gained knowledge in appropriate use of leadership styles and discovered their primary leadership style
- Learnt how to extend their reach and competitive advantage through partnering and collaboration with others inside and outside the organization
- Recognized and engaged in opportunities that moved the organization to peak performance
- Groomed these high potential leaders for tomorrow, aligning them with the vision of the company

QUICKFACTS

Apollo Hospitals was the forerunner of integrated healthcare in Asia. Its presence encompasses over 10,000 beds across 64 hospitals, more than 2200 pharmacies, over 100 primary care & diagnostic clinics, 115 telemedicine units across 9 countries, health insurance services, global projects consultancy, 15 academic institutions and a Research Foundation with a focus on global clinical trials, epidemiological studies, stem-cell and genetic research.

BUSINESS FINANCE FOR EVERYONE

During the first phase of the program, participants took part in Celemi Apples & Oranges Health Care. The goal was to:

1. Focus on key competencies required to run departments like an organization balancing and seizing opportunities for business growth.
2. Equip participants with skills regarding how to translate intangible assets into tangible results - and staying ahead in a changing world

NEW HOSPITAL MANAGERS

Under the pilot program, held in 2014 – 2015, eight aspirants were assigned a larger role with promotion to either manager independent hospital unit or head of corporate functions to drive innovation and business growth.

As a result of the success of this initiative in 2014-15, the program will now be rolled-out once every year in order to build the talent pipeline leaders at AHAL in India and globally.