

NAME OF THE INITIATIVE:

Leading with Care and Ambition (LC&A)

AWARD CATEGORY:

Leadership Development



Context/Problem

Bucking this received wisdom, the bank CADIF—the largest subsidiary of Crédit Agricole in France—chose to make a strategic shift when the weather was fair and when a little complacency would not have been seen as wholly out of place. Instead, top management set out very ambitious goals for the bank and revamped its strategy orientation to focus anew on stellar client service, performance and supercharged growth.

Everyone understood that for such strategic surge to deliver, things had to give in the organization, not only the structure but also the culture, the managerial and the leadership cultures in particular.

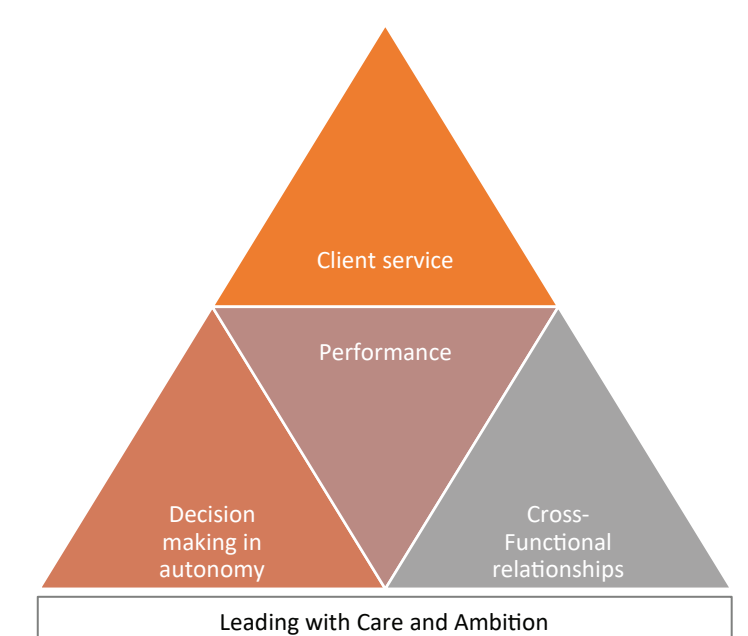
In late 2018, a new leadership model was jointly designed by 15 manager-ambassadors drawn from across the organization.

Ideation

Leading with care and ambition (LC&A) was designed to contribute to the former by helping re-shape the latter.

This model is founded on a three-pronged performance formula:

1. leveraging clients as “referees” of decision-making within the bank ; in short, clients' needs now must really drive operations
2. Cross-functionality : developing efficiencies and the capacity to collaborate horizontally to gain speed and responsiveness
3. Empowerment : ensuring that local teams have the autonomy to make 80%

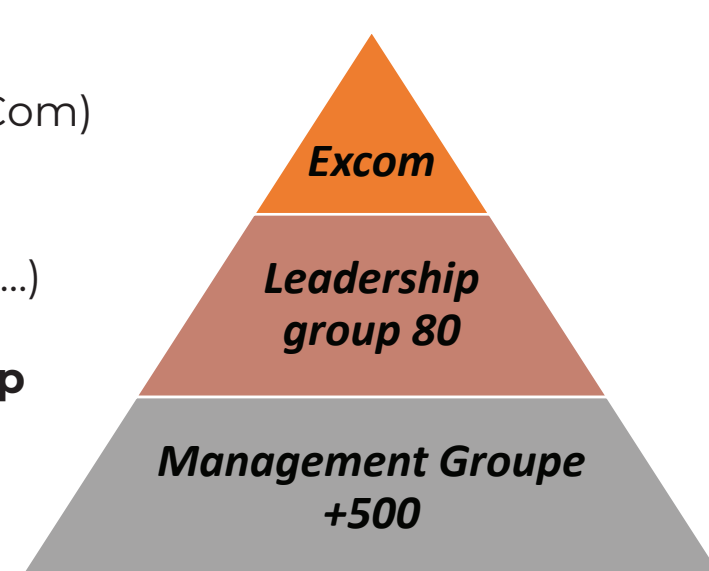


Implementation

The following managers were involved:
15 members of the **Executive Committee** (ExCom)

77 senior managers, the **Leadership group**
(regional directors, department heads, experts...)

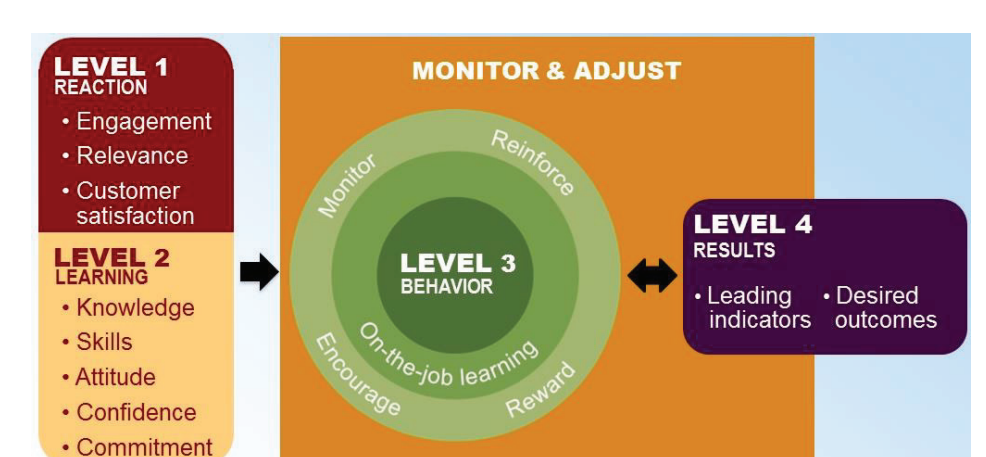
526 middle managers, the **Management group**
(branch heads, middle managers at headquarters...)



Impact (results)

This model aims to develop a managerial culture that:

- supports initiative at all levels,
- encourages managers to focus on the agency's end result, ... i.e., more vision, less authoritarian oversight, promotes recognition in a social environment



Leading indicator 1: **Certification rate** an 88% rate

Leading Indicator 2 : a **positive impact on collective performance an 80 % rate**

Leading Indicator 3: **Gap between pre- and post-program Personal Leadership Profile (360)**

Innovation

Together, CADIF and emlyon designed and implemented a **bold 2-year leadership immersive adventure for the 600+ managers & leaders at CADIF**. Bringing together the finest of their experience and expertise, emlyon's teams devised a complex, learning scheme which came to bear the name of “Le Grand 8”, on account of its 8 interwoven learning strands. “Le Grand 8” also means “rollercoaster”, which seemed an apt enough expression to evoke the experience CADIF managers were about to enjoy: the ups, the downs and the hyperventilation!



Conclusion

Leading with Care and Ambition

A leadership tale in which a managerial community rises to the challenge of revisiting its way of doing business and its culture in serving a bold strategy.

A true partnership in a living project

Leading with Care and Ambition a project out of the ordinary by its intrinsic characteristics but also by the unique context in which it is embedded :

- LC&A was an unprecedented project for CADIF, both in terms of its ambition and its scope: deliberately piloting the bank's managerial culture, planning a 2-year rollout that involved all managers in a unique, coherent and bold learning experience and approach, making relevant adjustments on an ongoing basis in response to useful feedback... for the teams involved, it was an organizational challenge of the first magnitude.