Accelerating Leadership Transformation at ING

ING

London Business School

CORE LEADERSHIP INSTITUTE

Succeed from Within

How can an organisation build its performance culture? ING, a multinational banking and financial services corporation, needed to address this question in 2014. Strengthening the company's behaviours would enable the bank to achieve key transformation goals. To make this aspiration a reality, ING partnered with London Business School and the Core Leadership Institute on an innovative learning experience delivered at scale across the entire company.

The challenge

The imperative to strengthen the performance culture stemmed from ING's Think Forward Strategy, established in 2014, and The Orange Code, a set of behaviours that should guide the company. Using McKinsey's Organisational Health Index (OHI), ING identified four areas in which improvement was necessary:

Self-awareness and personal purpose | Personal ownership | Collaboration | Experimentation

The learning and development initiative

The impact

Impact is evidenced both from numerous stories of transformation and the OHI, a measurement tool developed by McKinsey that applies analytical rigor to organisational health management.

OHI Percentage point increases from 2015–2017 (ING measures performance every two years)

↑ 6%

Employees are leading with a greater sense of purpose

"The transformation of the individual has in turn transformed the way we work."

Hein Knaapen, Chief HR Officer, ING

↑ 8%

Personal ownership and experimentation are not just words on a document – it is lived out

"Before, personal ownership and experimentation were very theoretical principles. Now because of TFLE, these terms have become realistic in my daily life."

Claude Lambrechts, Head of Client Services & Business Organisation - Luxembourg, ING

↑ 12%

Managers and teams are collaborating more

"It was absolutely critical for ING employees to better share knowledge and to adapt more agilely to the external environment. I am thrilled that we have moved the needle in these areas, as confirmed by the OHI results."

Rob Robertson, Global Head of Learning & Development, ING