

A LEADERSHIP DEVELOPMENT PROGRAMME FOR A BANK'S BUSINESS HEADS

Project Objectives

To 'Lift the Bank's Leadership Ceiling': to enhance leadership capability of the Bank's 34 Business Heads. Cross-business collaboration was the major block to The Bank's future development in transforming from a regional to an international bank.

Context

The bank had lost elements of its business focus as the current business model had had the effect of turning the 34 businesses into self-contained 'silos'. The Bank was tasked with developing leadership capability in the cadre of Business Heads for enhanced cross-business collaboration in order to enlarge market share and increase share value.

Methodology

The Tavistock intervention led to the creation of three Leadership Councils to effect enhanced cross-business collaboration within the formal operating models structure. The creation and function of the Leadership Councils, and later Business Forums, together with consultancy interventions, was an important step in taking up broad leadership roles across the organisation as a whole.

Working with the Bank's Organisation Development research consulting team, the Tavistock Institute initiated a process of research, design and implementation involving interviews, workshops, conferences, feedback and review meetings and role consultations for The Bank's Business Heads and the Bank's Executive Committee.

Impact

A Bank Board member wrote:

".....due to the work of the Tavistock Institute, the Bank's share value had increased by 40% in 9 months. Joint work with the Tavistock Institute from January 2003 through to July 2004 resulted in the formation and implementation of the 3 Leadership Councils of the 34 business heads, that in turn led to the formation of the Business Forums that meets regularly with The Bank's most senior committee. The Leadership Councils and Business Forums meet to enhance cross-business collaboration between segments and products. The segment/products dynamics have been shown to be overlaid by political dynamics. Exposing the political dynamics and making us aware of segment/products conflicts has allowed the matrix to work together instead of against one another. The power play and silo behaviour between segments was addressed through the Tavistock intervention and led to the implementation of a collaborative set of cross-business forums in which all the segments and products are present. The "informal" structure has dove-tailed well with the "formal" structure, specifically in the Citizens' Bank business that has led to massive increase in market share among domestic and rural farm workers (4

million new customers) requiring exceptional cross-business collaboration that has been achieved by overcoming entrenched silo and political behaviour.”

Client: A National South African Bank

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