

Banking Successful *Leadership Skills*



SITUATION

nabCapital, a division of National Australia Bank Limited, needed to enhance the leadership skills of its 'People Leaders'. The brief was to work within nabCapital's UK culture change programme and its Blue

Print Leadership Model which had already been introduced in the company's Australian and New Zealand operations.

SOLUTION

The Blue Print outlines the leadership behaviours People Leaders are expected to demonstrate.

Working within these boundaries Oakridge developed the 'Backing Leaders to Succeed' programme which would enable staff to become adaptable and flexible leaders who role model behaviours, and effectively manage people and situations. Oakridge's skills-based leadership programme was to bring the Blue Print to life for its UK staff.

PROGRAMME DELIVERY

The programme used a 'blended learning' approach, where learning takes place formally in workshops and Action Learning Groups and informally back in the workplace. All People Leaders participating on the programme are profiled using the BarOn Emotional Quotient Inventory - which is a self report instrument designed to measure emotionally intelligent behaviour in adults.

Emotional Intelligence is seen as the capacity for recognising our own feelings and those of others – and for managing emotions in ourselves and in our relationships.



THE MODULE THEMES INCLUDE:

- **'Taking The Lead' ... Accountable Leadership:**
Roles and responsibilities/manager and leadership skills
- **'Considering The People' ... Adaptable Leadership:**
HR issues – including role playing using actors to work through case study scenarios
- **'Spreading The Word' ... Collaborative Leadership:**
Effective communication skills and behavioural impact
- **'Inspiring the performance' ... Customised Leadership:**
Managing performance including feedback, coaching and one to one sessions
- **'Changing the Landscape' ... Innovative Leadership:**
Embracing change and issues of time and stress management.

RESULTS

The programme received praised at all levels and is delivering real benefits throughout the UK operation. So successful has it been that managers at other levels have asked to be included in the training and Oakridge has commenced a second tier of learning for 'leaders in waiting' - those not currently at People Leader level.

WHAT THE CLIENT SAID

Comments from those attending the development programme include:

"This has been a great course in so many ways, bringing focus and understanding of how the company want us to behave and be people leaders."

"Thanks to NAB for making the investment in this really important area and demonstrating the value it places on its People Leaders."

"I really think I've taken a lot from this course not only to do my job better and to relate to my team, but on a personal level which has led to a few 'are you feeling all right Dad?' moments."

"Having completed the BLTS Programme, I now feel that it has helped to alter my mindset and has educated me to be more aware and conscious of my actions and behaviours in the company of others."

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