

KETS DE VRIES INSTITUTE

Leadership Interventions: Financial Sector

KDVI intervenes with many clients in the financial industry, which range from multinational investment banking to financial services group to private banking to personal banking in countries such as Australia, Germany, the Netherlands, South Africa, Switzerland and the USA.

Most of the clients approached KDVI because of an imperative to change, whether it be the arrival of a new CEO, imminent takeovers or major restructuring, or in the aftermath of one. In most cases, there was a need for leadership development, improving group morale, creating team alignment or cultural change. Another reoccurring theme was the development of team agility and the conversion of high potentials from experts to manager-leaders.

KDVI interventions were designed to get organisational members, especially the top management team and senior leaders, to talk about complex organizational issues with peers, to review their own leadership style, to see their interactions in relationship to others, to provide cross-cultural lens by offering deeper insight into how *other* people lead, to address deep existential crisis in having been in position for a few years, and in doing so, create new meaning, and to reassess key relationships with people at work or at home (boss, peers, subordinates, family). In our interventions with high potentials, the objective was to fast-track them from experts to managers, provide them with insights into themselves, increase awareness of their ability to master their own agility, learn how to develop soft skills needed to manage others, cultivate their coaching ability, as well as to gain better in control of their own career development.

At the organisational level, the interventions also aimed to create more high performance team, break away silos, create a more collaborative corporate culture, and provide systemic analyses on how culture and strategic behaviours and decisions are intertwined. The main outcome in our various multi-year bank interventions was better top team alignment such that they worked together in a more unified and effective way.

Most of the interventions followed a 2-module format, with the first module focused on individual leadership behaviour using a range of KDVI proprietary instruments, with a duration of between 3-4 days (depending on the number of participants). A follow up module several months later focused on more systemic issues related to team dynamics and organisational culture. The follow up workshop usually took 2-3 days. The number of KDVI faculty members involved ranged from 1-3, depending on the size of groups.

Quite a number of our interventions are also multi-year ongoing collaborations and reflect KDVI's investment into developing long-term relationships with and providing customised solutions for our clients.

Client 1: A large private bank

<i>Background</i>	One of the largest private bank in its country with around 18,000 employees.
<i>Objectives</i>	Alignment of the top management team so that they could work more efficiently.
<i>Format</i>	A single intervention of a top team consisting of one module with 2 KDVI faculty.
<i>Process</i>	The intervention with this bank was the first effort to work with the top team of the bank, using 360° instrument feedback on client-specified instruments as preparation and to sit down for a couple of days using the feedback to discuss leadership issues with the team. It involved two KDVI faculty with a group of 12 top management team members. This model represented the beginning of a number of interventions with other banks.
<i>Outcomes</i>	The main outcome was <i>better team alignment</i> wherein members got to know each other better, more openly discuss issues they had within the team and how they could be more effective, and develop concrete and meaningful action plans for individual development plan, which were followed up with other members of the team.

Client 2: A multinational investment bank, Equities Division

<i>Background</i>	A multinational investment bank with 30,000+ employees.
<i>Objectives</i>	The bank had just gone public, which in turn created upheaval and anxieties throughout the company. As the structure of the company had changed, there was an urgency to heal the wounds, put some leadership development in place, and to use the opportunity to create a new, unified culture. The Head of Equities approached KDVI to help the division become more effective and more aligned as a team. Due to the success of the first wave of interventions, KDVI's involvement in this bank continued for 3 years.
<i>Format</i>	A multi-year modular intervention with senior leaders using 2 KDVI faculty.
<i>Process</i>	<p>KDVI started with a trial programme with a group of 10 executives from all over the world. The intervention, which followed KDVI's development framework of 360° instrument feedback and group coaching, was delivered in a modular format consisting of two 3-day workshops spaced 4 months apart.</p> <p>Module I – The first module focused on individual leadership development. It involved an opening Lecture followed by a Leadership Exercise on good and bad leadership. This was followed by a Metaphor Exercise in which participants had to draw an organisational portrait and to explain their drawing to the group. An introduction to the Feedback Instruments (client-specified instruments addressing leadership behaviours, personality and life/family factors respectively) was presented at the end of the first day, followed by the handing out of results to the participants. The second and third day of the workshop were dedicated to Group Coaching using instrument feedback. All 12 participants were debriefed together by 2 KDVI faculty. Group feedback was followed by public commitment to Personal Action Plans.</p> <p>Module II – The second module focused on organisational issues and challenges. Conducted four months later, it involved the review of personal action plans, Organisational Culture Exercise and discussion, followed by an action plan for the organisation's corporate culture. Career Life Cycle based on Erikson's stages of life, was also discussed. The final activity was the origins of what is now known as the Critical Incidents Method, which required participants to identify and present key challenges they were facing and get feedback from the group.</p> <p>The first intervention was so successful that KDVI continued with similar workshops over a period of 3 years with a total of 150 senior leaders from all over the world. KDVI's model reiterated several times over multiple years evolved into a systemic way to drive leadership and cultural change throughout into the organisation.</p>
<i>Outcomes</i>	The intervention reinforced the <i>strong team culture</i> characteristic of the bank. In addition to the modular interventions, <i>one to one coaching</i> was also put in place to support leaders between modules. Participants were engaged and encouraged by the process, which helped solidify learning and group cohesion. The intervention also laid the basis for an <i>internal pipeline of leadership development</i> within the bank.

Client 3: A large financial services group

Background	A large financial services group, focused on full-service banking, operating in over 30 countries around the world with 45,000+ employees.
Objectives	The bank had undergone a change of leadership, with a new (internal) CEO stepping in from the investment banking sector. The bank was also under threat of a takeover and found itself in a delicate situation, with the CEO needing the support and development of his team. KDVI was contacted by the HR Director to implement a leadership development programme. This partnership continued on for five years.
Format	Multi-year modular intervention with senior leaders in working teams, using 3 KDVI faculty members. The programme continued over a number of years, but in a slightly different format, employing a larger number of faculty.
Process	<p>KDVI's first point of entry was a master class for the top 100 during the first half of the first day. 30 senior leaders (3 <i>working teams</i> from Executive Board, Retail Bank and Investment) remained to continue on with a 360° feedback and group coaching module under the guidance of 3 KDVI faculty members. The first day's afternoon started with the leadership exercise with 5 groups of 6, followed by plenary presentations and introduction to feedback and group coaching. The next 2 days, three separate workshops (each lead by a different KDVI faculty member) were conducted with each intact team to explore 360° feedback using KDVI's proprietary instruments in a group feedback setting, followed by personal action plans. A second module was conducted a couple of months later as a follow up.</p> <p>After the first intervention, KDVI faculty set up a full leadership development programme, taking the model and working it through the different management layers down into the organisation.</p>
Outcomes	This intervention represented a <i>systemic multi-year intervention</i> , which cascaded down through different levels of the organisation. The main impact was on the <i>culture</i> of the organisation - working teams were more aligned, set their values differently, and began to behave more like a high performance organisation.

Client 4: A multinational financial institution

<i>Background</i>	A large financial institution, operating across 10 countries with 40,000+ employees.
<i>Objectives</i>	This bank had a newly appointed CEO, who was tasked with the challenge of taking the company out of a bad situation in a termed-tenure (the previous Board and CEO were fired). Hence, the CEO's focus was two-fold: (1) A major restructuring effort, which required onboarding new people and (2) Identifying a successor. At the same time, the company had brought in a highly public figure as a potential successor but the CEO had qualms whether or not he was the right person. KDVI was called in to conduct a leadership development workshop, whose goals were to identify leadership needs as well as to serve as a testing ground for the potential successors. KDVI's involvement with this bank lasted 3 years.
<i>Format</i>	Multi-year modular intervention with senior executives involving 2 KDVI faculty members.
<i>Process</i>	<p>KDVI proposed a leadership workshop with 25 senior executives, divided into three groups. The intervention was delivered using the same format as with other banks, with a large group intervention of 50 people in the last year.</p> <p>Module 1 - The first workshop lasted 2.5 days. KDVI used the Leadership Audit (interviews with TMT to provide a presentation on culture and challenges in present and going forward), Self Portraits and group feedback process using KDVI's own proprietary instruments (GELI and PATM).</p> <p>Module 2 - The second workshop, which lasted 2.5 days, involved a debrief of personal action plans and discussion of High Performance Teams using LAQTM feedback. This was followed by a discussion on culture, high performance organisations, and a group exercise focused on strategic issues. The teams then committed to a new action plan for organizational culture and change that was presented to the Board.</p> <p>For each intervention, KDVI also put together extensive reports on each participant to the Board/CEO (based on group feedback, group interactions and letters of intent) including general concerns for the bank, capabilities of individuals, and specific recommendations from KDVI for both the bank and the individual leader.</p>
<i>Outcomes</i>	The intervention with this bank represented a <i>total treatment</i> . Very detailed profiles were presented to CEO, who was eager to get a good sense of the people he was working with. This knowledge in turn resulted in better leadership placement, where leaders were moved to positions of strength. Another enormous impact on the organisation was the creation of an <i>internal university</i> , to serve as a testing and training ground for leadership potential. Beyond the workshops, KDVI was also invited to the bank's first and second <i>organisational summits</i> with the Top 100, with Manfred Kets de Vries as one of the speakers and designer of the summit. Interventions with <i>executive board members</i> were also conducted in the form of workshops to address organisational issues and strategies.

Client 5: A family controlled private bank

Background	A large family controlled private bank offering Wealth & Asset management services with 3000+ employees and offices all over the world.
Objectives	KDVI was approached because of experience in managing transitions and onboarding. The goal was to help the Board members manage their relationships with one another and to understand how they each contributed to the Board and generally as leaders. Moreover, each member had a triple role as partner, director and executive, which they had to simultaneously manage. KDVI was approached because of their group coaching methodology as well as Governance, Board and Transition experience of faculty members.
Format	An ongoing collaboration involving 360° feedback and group coaching intervention with 8 Board members using 1 KDVI Faculty member. This was followed by one to one coaching with three members of the Board.
Process	<p>To measure their effectiveness as a team, the LAQ™, a KDVI proprietary instrument, was used, supplemented by the bio questionnaire and other internal personality-related instruments. The LAQ™ involved 360° feedback from Board members as well as members of another team (e.g. Executive Board, partners, etc). The group received both individual and group feedback, followed by an action plan. Board members went back to direct observers to discuss the feedback but were reluctant to go back to each other. In response, KDVI Faculty conducted another group session to debrief the group feedback collectively, addressing collective strengths and differences.</p> <p>Following the group workshop, KDVI Faculty established one to one coaching relationships with three members of the Board, one of whom was a next in line senior partner.</p> <p>The next stage is to build a 3-4 day module programme using the 360° feedback group coaching methodology, using the GELI/GELM® and the OCA™ with the top 40, with an initial pilot group of 10.</p>
Outcomes	The LAQ™ served as a tool to identify the roles of each Board member and to see if their self-perceptions were consistent with what was expected of them by other members of the Board. The group also addressed key issues, under the surface, <i>hidden agendas</i> that prevented them from working effectively. This methodology unlocked a number of issues and Board members started to talk to one another which in turn lead to changes within the Board. Another outcome was the building of an ongoing relationship between the organisation and KDVI as they continue to <i>co-develop programmes</i> that are increasingly attuned to the needs of and go deeper into the leadership ranks of the organisation.

Client 6: A global international financial services group

<i>Background</i>	A global international life insurance and financial services group with 25,000+ employees all over the world.
<i>Objectives</i>	The company had some internal leadership development initiatives but these were implemented locally. A new global HR development team was put into place, with the goal of building a centralised leadership development pipeline, and as such aligning the group talent development strategy. The main components were talent review, focus on the top 100, accelerating leadership development of high performing senior leaders with a specific focus on agility. A number of programmes were created by the company and KDVI was called in to assist with group coaching in the High Potential Programme. The contact person within the organisation had good experience with the group coaching methodology and wanted to see it applied within the organisation.
<i>Format</i>	A reoccurring programme as part of the company's leadership development strategy. It involved a collaboration between the organisation, KDVI and other business institutions. The company's programme was focused on high potentials (cohorts of 35-34 leaders), with the goal of complimenting experience gained on the job, broadening global mindset, understanding the impact of macro environment on business strategy and commercial agility. The programme lasted 6-9 months, and consisted of 2 modules with coaching and action learning projects in between. KDVI managed the coaching portion of the programme with 8 KDVI Faculty members over the course of 9 months.
<i>Process</i>	<p>Module I – The GELI, PATM and Personal Bio were used as preparatory instruments. The first day consisted of a Lecture on leadership followed by the Self Portrait exercise and Group Coaching with the instruments. Participants committed to personal action plans with learning partners and were expected to meet with their line managers following the module to discuss and execute these plans. Individual coaching calls were conducted 2 months later to check progress as well as a group coaching call to keep cohort members up to date on each other's plans as well as to share experiences.</p> <p>Module II – The LAQTM was used as preparatory instrument. The workshop opened with a discussion on High Performance Teams and High Performing Organisational Culture. Following the group coaching session, participants were asked to prepare a one page Leadership Challenge which addressed the key issues they faced in their workplace and what they needed to work on in order to become better leaders. This was followed by one to one coaching, some self-reflection time and then peer coaching activity using the Critical Incident Method (CIT) as well as the issues identified in the Leadership Challenge exercises. Individual follow up calls were also conducted after the second workshop.</p> <p>Following the programme, participants had to make a presentation to the Board.</p>
<i>Outcomes</i>	Most of the participants were making the transition from expert to manager and had to learn <i>how to be agile</i> . They also had to think about how they will progress in their career, with many of them without a clear idea on how to be creative in developing their role and how to be proactive with their personal development. The coaching intervention was an eye opener and provided leaders with <i>insights into themselves</i> , to others and to other business units. They became more aware of their ability to <i>master their own agility</i> , of their <i>coaching ability</i> and how they could apply it in their own practice. They were also much more <i>in control of their own career development</i> . Moreover, the organisation itself was very engaged throughout the process and put a lot of effort into the programme and development plan. Mentorship and ongoing coaching was set up following the coaching intervention.

Client 7: A credit insurance company

<i>Background</i>	A large credit insurance company with global reach and 3000+ employees. The company was purchased by a holding company which resulted in severe cost cutting and little investment in its people. As such morale was low. The organisation had created a new development programme for the top leadership team working at one level below the Board.
<i>Objectives</i>	Major themes of the program were: leading yourself, leading direct reports, leading teams and managing up. KDVI was approached to support the leadership development process.
<i>Format</i>	An ongoing programme, comprised of one module lasting 3 days, with 16 participants from several European countries. The programme takes place every other year and is designed to co-exist with other development programmes within the company. Its content supports the content within existing programmes without conflicting or providing a repetitive experience.
<i>Process</i>	The design comprises an introduction, lectures, discussions, exercises, group coaching, individual coaching, action planning and summing up. The focus of the workshop is to introduce KDVI's framework for understanding leadership and beginning to work on one's own individual leadership skills. The Leadership Audit, GELI and PA TM were used as preparatory instruments. The workshop opened with a lecture on leadership fundamentals, followed by an introduction to 360° feedback and group coaching as well as the distribution of results to participants. The next day was dedicated to group coaching in three groups of 5-6 participants, concluding with a personal action plan. The third day opened with individual and peer coaching in the morning, followed by a Fair Process Lecture and Discussion, Hidden Commitments Mindset Exercise and a Summing Up. Individual follow up calls were conducted 2 months after the workshop.
<i>Outcomes</i>	The intervention <i>enabled and empowered</i> participants to confront and address salient issues related to feelings of powerlessness in the aftermath of the takeover as well as to look for creative ways to reframe their situation by <i>leveraging on their strengths</i> and to be <i>proactive</i> in order to move forward.