

# **THE ROLE OF CENTRAL BANK LEADERS IN MANAGING PERFORMANCE IN TIMES OF CHANGE**

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# BEST PRACTICES IN LEADERSHIP DEVELOPMENT

1. Providing the **right leadership development** early enough in one's career, so that they can benefit, learn and grow.
2. **Holding leaders accountable** for creating work climates that motivate employees to do their best work.
3. Interventions, such as **team coaching** and **training**, to enable leadership teams to work more effectively.
4. As a baseline, they all have a **common set of leadership standards or competencies** that are used in all people practices.
5. **Leadership development** is integrated with talent management.

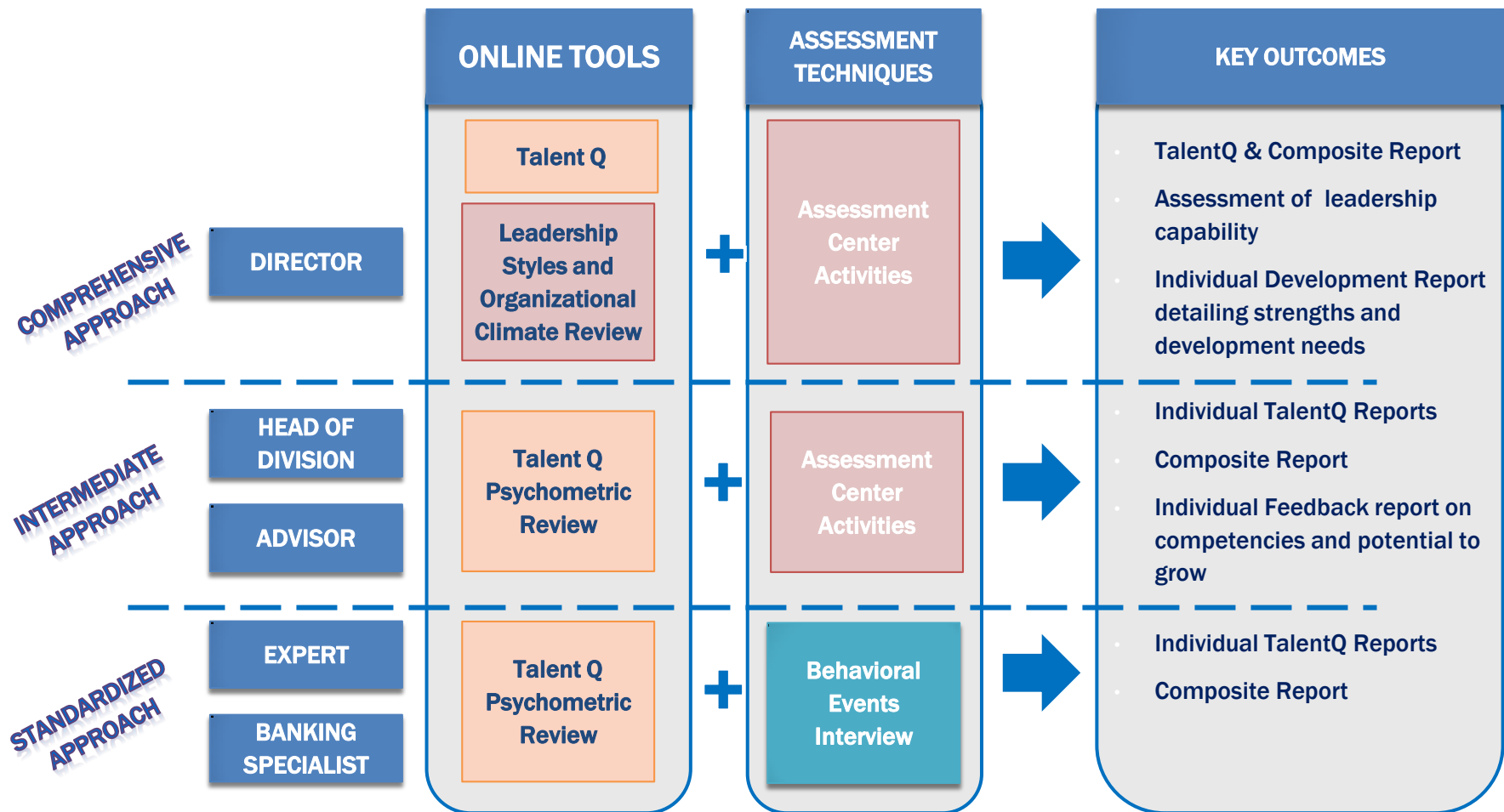


# NBR PRACTICE IN LEADERSHIP DEVELOPMENT

- ❑ Based on competencies assessment and development
- ❑ Modern tools and techniques
- ❑ Succession planning : a demand driven approach
- ❑ Development Center: competency gaps/development needs
- ❑ Structured, ongoing, using a broad range of learning enablers
- ❑ KEY: strong support from Top Management



# NBR'S ASSESSMENT AND SELECTION APPROACH IS BASED ON MODERN TOOLS AND TECHNIQUES...



# TALENT Q – DIMENSIONS

## KEY DIMENSIONS REPORTS:

- Trait and narrative reports
- Behavioural type of work profile
- Team profile
- Sales profile
- Derailment report
- Potential report
- Development feedback profile and report
- Role match profile and interview guide



# FIT FOR THE ROLE



## People and Relationships

Is independent of other people, able to keep secrets and avoid exposing their own feelings, can work on their own

Prefers following to leading, is reasonable and gentle in negotiations, readily accepts orders and instructions from others

Behaves in a low-key and discreet manner, is wary of new acquaintances, avoids being talkative or mixing too much socially

Leaves other people to themselves and their own devices, is tough-minded, avoids getting involved in other people's problems or taking a service role

Can operate without having to seek the views of others, lets others know when not in agreement, can go their own way independently



## Tasks and Projects

More intuitive than analytical, avoids over-reliance on facts and hard information, sceptical about numbers and statistics

Prefers operating at a tactical or operational, rather than strategic level, concentrates on practicalities and avoids theorising

Prefers "tried-and-tested" ways, rather than needing to innovate, content with a job that has little creative scope, has conventional rather than radical ideas

More spontaneous than structured, opposed to any form of bureaucracy, not overwhelmed by detail

Can "bend" rules and regulations which they find limiting, avoids rigid adherence to deadlines, is able to make small mistakes and get away with them



## Drives and Emotions

Understands when fear or anxiety are appropriate, capable of showing frustration, sensitive to criticism, affected by others' views of them

More realistic than optimistic, avoids taking too rosy a view of the future, accepts blame when appropriate, and takes time over coming to terms with failures

Resists change for the sake of change, behaves stably and conforms to a predictable pattern, happy with routine and a static environment

Prefers to work at a leisurely pace, avoids a hectic or frenetic style, considers all likely consequences before taking decisions, avoids taking unnecessary risks

More concerned with quality than with quantitative targets, seeks a good work-life balance, avoids behaving in a competitive manner

### Communicative



### Influencing



### Socially Confident



### Supportive



### Consultative



Has a wide network of contacts, communicates openly with others, can maintain relationships, prefers working in a team

A natural leader and enjoys having responsibility for others, a dominant and forceful character, tough negotiator, can sell products or ideas to others

Is socially skilled, with charm and charisma, takes the initiative in making contacts, fits in with a wide range of people, good at presenting and public speaking

Is supportive and helpful towards other people, develops and encourages others, devotes time to helping people in difficulties, enjoys giving and meeting other people's needs

Is a good listener and an agreeable person, consults with others, interested in other people's motives and behaviour, tolerant of different perspectives and opinions

### Analytical



### Conceptual



### Creative



### Methodical



### Conscientious



An analytical problem-solver, with relevant information at their finger-tips, able to see pros and cons, good at working with numbers and handling statistics

Contributes to the development of strategy, a "visionary", understands different perspectives on complex issues, and relevant theoretical models

Curious and inquisitive, always seeking and generating new ideas, with an active imagination, readily embraces radical ideas and approaches

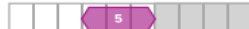
Believes in methodical and procedural approaches, plans and organises tasks, structures own work efficiently, gives due attention to accuracy

Conscientiously follows rules set down for their work, honours any promises, deadline or commitments made, believes in ethics and values

### Relaxed



### Resilient



### Flexible



### Decisive & Action-oriented



### Achievement-oriented



Calm and relaxed, able to cope with stress, retaining composure in emotionally charged situations, thick-skinned and able to accept criticism

Always sees the positive aspects of a situation, copes well with any problem, avoids blame and self-criticism, resilient and bounces back quickly from setbacks

Adapts flexibly to new challenges and circumstances, able to change behaviour to match new circumstances, thrives on variety and frequently changing environments

Has a high level of energy and stamina, gets things done, makes rapid decisions even when short of information, enjoys risk and a fast pace of work

Motivated by achievement, with a high ambition to succeed against all odds, puts their work and career before other aims in life, thrives on competition



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# DERAILMENT REPORT

| Possible Career Limiters  | 1 2 3 4 5 6 7 8 9 10        | Possible "Derailer"   |
|---|-----------------------------|---|
| Tendency to trust others and see the good side of them but may be taken advantage of. May lack sensitivity to politics and subtlety of interpretation.  | <div>Over-sensitivity</div> | May have shrewd judgement and subtle perceptions, but with a risk of emotional fragility and anxiety. May have a tendency to regard others as hostile towards them.                               |
| Happy when with other people and spends a lot of time communicating. May be afraid to make unpopular decisions and may perform less well in solo roles.   | <div>Isolation</div>        | Can cope and make decisions on their own. May be less comfortable in team situations and prefers not to communicate too widely or regularly with others. Possible tendency to isolate themselves. |
| Usually analytical and conservative. Complies with rules and majority opinions, but may be indifferent or lack the courage to face up to challenges.  | <div>Eccentricity</div>     | Unconventional and likely to have some disregard for social norms which may lead to unusual behaviour when frustrated or emotional. May be poor listeners or unreliable in their judgement.       |
| Likely to conform to society's rules, but may appear complacent or passive. Overly tolerant of others, and may be so focused on the needs of others they do not take account of their own.                    | <div>Non-conformism</div>   | Probably tough-minded in how they treat others and able to break with convention. They may be insensitive to others, even anti-social or unethical in their behaviour.                            |
| Tendency to lack social confidence and charisma. May be uncomfortable in public situations, sometimes lost for words and weaker in networking roles.  | <div>Exhibitionism</div>    | Likely to be positive, charismatic and socially confident, but may be attention-seeking or prone to exaggeration. May become bored in routine or unchallenging situations.                        |
| Usually modest and lacking in self-confidence. Probably less comfortable in negotiations and lacking in decisiveness or leadership in uncertain contexts.   | <div>Over-confidence</div>  | Usually self-confident and see themselves as decisive leaders. May become autocratic, failing to listen or recognise their own limitations.   |
| Likely to depend a lot on their own judgement and have a tendency to avoid consulting with others. This may lead to risky decisions, and they may be less inclined to follow or align themselves with others. | <div>Over-dependence</div>  | Usually agreeable and easy to work with, and probably more comfortable following others than leading. May be risk-averse, or lacking in influence in demanding situations.                        |
| Likely to avoid bureaucracy, but may be careless and unreliable. May lack discipline in preparation and attention to detail or deadlines, and therefore less effective in administrative roles.               | <div>Micro-management</div> | Probably good administrators, methodical and attentive to detail. May be inflexible and rule-following, and may try to manage others too closely.   |

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# SUCCESSION IS A DEMAND-DRIVEN APPROACH...

## DEMAND

Understand the current and future organizational needs in terms of roles and competencies

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## SUPPLY

Assess the capabilities of current leaders in NBR

=

## LEADERSHIP FIT

People ready for these specific roles



# THROUGH THIS PROCESS WE DEFINE THE LEADERS WHO ARE EFFECTIVE AND WITH THE POTENTIAL TO GROW

|           |          | Performance   |   |   |
|-----------|----------|---|---|---|
|           |          | BE  | ME  | AE  |
| Potential | High     | Recently promoted :<br>provide support<br>Old to role: job rotation | Continue to develop<br>within role<br>Develop competencies                          | RETAIN<br>DEVELOP<br>MOVE NOW                                 |
|           | Moderate | Evaluate role – person fit<br>Manage to strengthen<br>performance   | Sustain the current<br>motivation<br>Create new<br>opportunities for<br>development | Develop skill set<br>Expand current role<br>Increase exposure |
|           | Limited  | Evaluate job-person fit<br>Development Plan<br>Replace              | Continue to develop<br>within role<br>Encourage to grow                             | Keep in current role<br>Invest in growth                      |



# COMPETENCY ASSESSMENT INSIGHTS

- ❑ **Performance Orientation:** People are focused to perform tasks at high standards and take accountability for results and accuracy.
- ❑ **Communication:** Mainly represented by exchange of requested information. Low desire to have impact and influence through their communication.
- ❑ **Cooperation:** Low eagerness to build on each other's work, ideas or experiences. People trust each other's proven expertise, rather than trusting each other as individuals.
- ❑ **People Development:** People seem not to take personal accountability for developing their subordinates. Succession management is not yet viewed as an integral part of role.
- ❑ **Team Leadership:** Done through directive measures, putting the hierarchy first. Managers put more emphasis on task, rather than on people.



# KEY FINDINGS FROM OUR DEVELOPMENT CENTRE

- ☐ Proud of working for BNR
- ☐ Silo thinking
- ☐ The manager role's emphasis is on being an expert rather than a leader
- ☐ Communication is usually transactional, focused on information sharing rather than building relationships at work
- ☐ Employees acknowledge and appreciate the current level of job stability and monetary rewards
- ☐ People want more feedback and recognition
- ☐ People display eagerness to learn (especially in own field of expertise)
- ☐ 1 in 4 people has shown willingness to change.



# WHAT BNR MANAGERS ARE SAYING

*It would be great to have a more focused leadership development... but what about our senior leaders? It won't have any impact if we're not all speaking the same language.*

*What are other leaders in other organisation doing to develop themselves? Are there any benchmarks?*

*I really would find it engaging to be part of a leadership development program. It will mean a lot to my professional career in BNR!*

*I would like to be provided with a consistent system for development*

*I'm investing in developing my people, but it's not core to my role requirements*

*The program was great, feedback was great...what next? Any follow up?*

*What is the infrastructure for leadership and management development? How does this all fit together?*

*Are we ever going to hold people accountable for leadership capability? If not, it's not worth investing...*

*Who is going to help me how to become a better leader? Is it going to be practical or theoretical..I can read books on my own*

\*Quotes taken from the individual Interviews and the Visioning Case Study



# LEADERSHIP DEVELOPMENT JOURNEY IS BUILT ON THE “DEVELOPMENT NEEDS”...

- According to our Development Needs Analysis Pilot program, the priority themes for creating a high performing leadership culture are...

## 1. Develop World Class Leadership Program

Provide the Right Development Tools, Workshops, Events, processes for different categories of population

## 2. Link Leadership with Talent & Career Development Processes

Develop people through career paths + Succession Planning

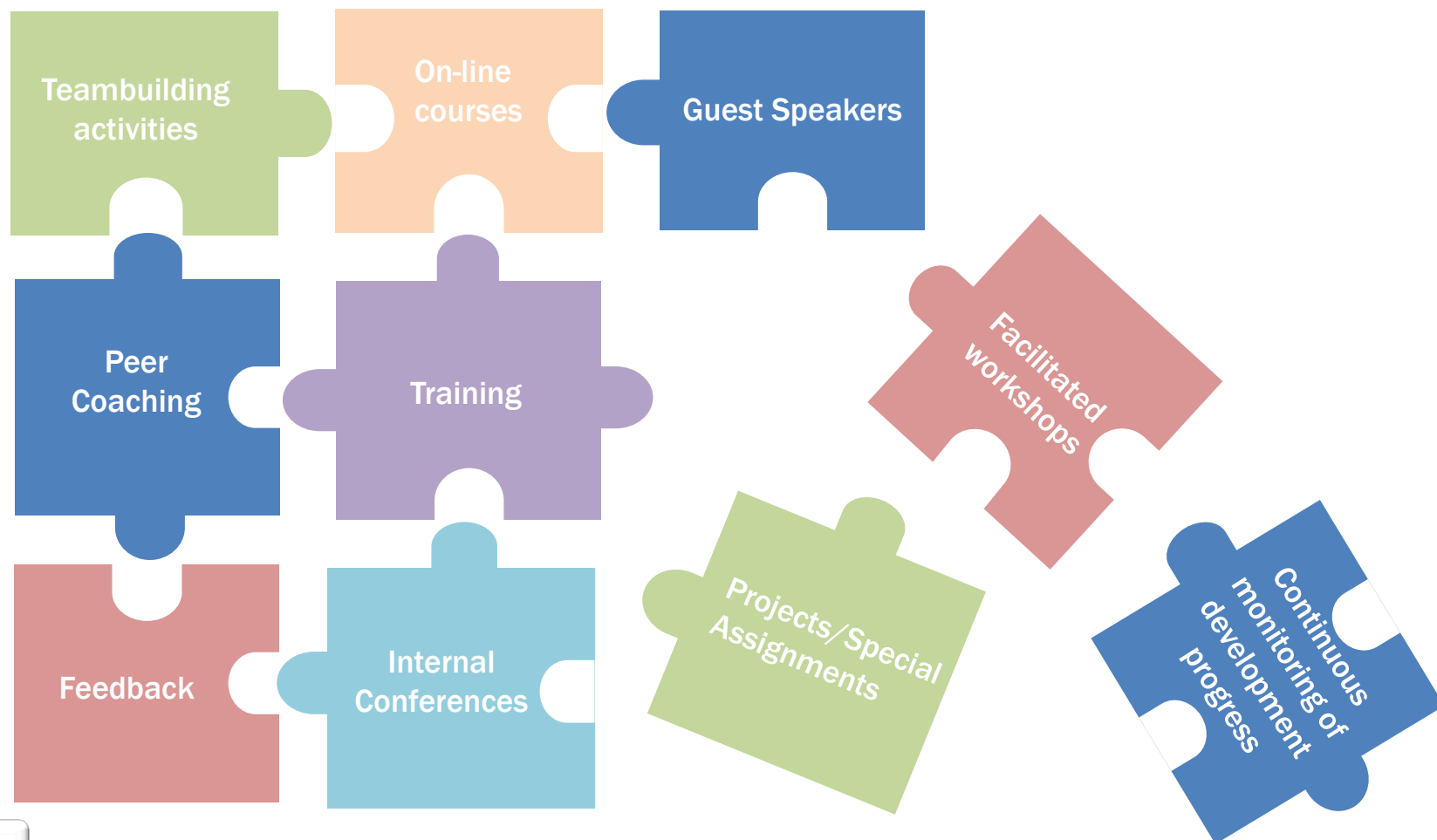
## 3. Strengthen Performance Management Mechanisms

Build “accountable” Leaders” + Managing performance

Focus on : Directors, Managers, Senior experts, Talent pool



# KEY LEARNING ENABLERS



# CRITICAL SUCCESS FACTORS

- ❑ Involving BNR Executive Board Members in the process
- ❑ Starting the program with people that actively display the eagerness to learn and willingness to change and adapt their behavior to the new BNR leadership requirements.
- ❑ Using a full cycle of tools and activities
- ❑ Creating a clear but flexible road map
- ❑ Refocus development for people to learn through motivation, self-awareness, deliberate practice and feedback; it must help participants break old behavioral habits and establish new ones.



# CHALLENGES FOR TALENT DEVELOPMENT

- ❑ Flexibility **vs** Stability (New vs “Experienced” Employees)
- ❑ Pay for Performance **vs** Indexation type Approach
- ❑ Competition **vs** Psycho-Social Risks
- ❑ “Good” (Popular) Manager **vs** “Bad” (Demanding) Manager
- ❑ “Empathetic” HR **vs** Effective HR

