

Leadership Philosophy: EXAMPLE

Context for my leadership: My role, aspirations, commitment

I lead the change management function, supporting XX's strategic imperative to be *Best Bank for Clients*. Our team role is to deliver the change priorities of the Bank, achieving the following outcomes:

1. Deliver changes that meet the needs of our clients and colleagues
2. Keeps the Bank safe
3. We deliver in an efficient way, and work within financial parameters
4. We work smart, joining up the dots for benefit of clients, colleagues and stakeholders

My personal aspiration is that I want the XX *Top Team* to consider us their trusted advisor and delivery partners. I/we need to be on their *speed dial*.

My commitment is that I will best represent, support and advocate our work at the Executive levels across the Bank.

My Priorities

My three priorities are:

1. Deliver our signature programmes that best support our strategy of being Best Bank for Clients. As we look forward, these are:
 - a. Deliver XX Banking Online, and transition clients to this new digital channel
 - b. Deliver the XX CRM system, and embed usage across our client facing and product businesses
 - c. Deliver the strategic priorities for the Global Transaction Banking business, namely the Client Money, Trade and Commercial Finance programmes
 - d. Deliver the Service Transformation, and aligned operating model changes
 - e. Deliver our regulatory portfolio, including XX, YY, ZZ and the Client rectification activities
2. Increase the pace of change by focusing on client outcomes, exploiting new ways of working, and keeping it simple
3. To lead a highly engaged team, where our people enjoy and grow through the work we do, and we drive high performance through excellent line management and role modelling the right behaviours

What matters most to me: What I stand for, which values drive my decisions and action

I am a leader who puts team success ahead of personal achievement and recognition. I commit to, and deliver, a change plan, which has client outcomes as the priority, and with financial performance being an 'equal' priority. I believe this can only be achieved by a collective team effort.

I am a pragmatist, where "good enough" is indeed good enough. I hugely value the contribution of others whose precision, analysis and a more scientific approach are core strengths. I believe I add common sense and use gut feel to enhance decision making. I learn through experience and through observing others, and try to learn from the good practice of others and put this into action.

I am a team player, indeed a 'player coach'; I expect my teams to succeed together, focused on shared outcomes, and seeking ways to overcome challenges through dedicated and intelligent delivery.

I am disciplined in cost management. Whilst I recognise 'scope' and 'costs' are fluid throughout a delivery cycle, I intend that all people within my team share the same ruthless desire for efficiency, that every 'penny' counts, and that decisions which impact cost carry a weight.

I engage comprehensively with stakeholders, and whilst I am an active and visible 'leader of the team', I encourage all our leaders to step forward and create profiles that resonate with our people, our stakeholders, our partners, and allow them to grow and succeed.

What I will need to watch out for on my leadership journey: My potential blind-spots, unhelpful biases or tendencies, strengths overplayed, etc

I believe I approach my role with a positive intent and mood, and am recognised for this attribute. I am comfortable with ambiguity, and do not seek clarity and precision in order to execute my accountabilities. I have a mantra, that I "don't mark people's homework", which is central to the culture of empowerment and ownership I desire for the organisation.

I do therefore often leave the detail to others, and whilst I have no issue diving deep down into issues, I don't seek this out day to day, assuming that unless brought to my attention, things are moving in line with expectation. This means that I do expose myself to blind spots, and I need support from my leadership team to address this potential gap. Whilst I cope with this by being close to our activities through use of our XX programme and fortnightly delivery reviews, I remain at the mercy of escalations to me from across the team.

I use my 'gut feel' to navigate both myself and the team through difficult challenges, and whilst this was effective in my past, it feels now with the size and scale of the ambition we share, I need more science and discipline in approach. This remains a difficult balance however against the range of demands on my time, and therefore it is important to me that the leadership team operates effectively within this context.

I want to have fun at work, and believe we spend so much time of our lives in the workplace, that we should all strive to have fun, take pride in what we do, and don't lose sight of what we are doing against the bigger picture of family and friends. I do consider that our business life is very important, for the same reason and thus we should focus on making it productive and successful. I recognise that in my pursuit of 'fun', my *shadow* can irritate and annoy others, who may feel that I don't take things seriously enough, or my humour comes across as sarcasm. Whilst this is not the case, I need help to remain in the right place and balanced from this perspective, and need my team to provide timely and appropriate feedback, with in terms of my day-to-day, but also my 'brand' with the team.

What you can expect from me?

You can expect 100% support and loyalty from me, on condition that I am informed and trusted. I will prioritise my time to support you when you need it, and I will empower you to be independent in equal measure. I will not enforce a way or working which is suited to my personal style, rather I will respond to, and evolve, to the best way to get the job done brilliantly that suits you and the team. I will be interested, engaging, an advocate, and a defender.

What I expect from you?

I expect you to be strategic and outcome focused, to focus on the immediacy of next steps whilst maintaining the vision of a future view. I expect you to keep it simple, to be disciplined, and to seek support and guidance when it's needed. I expect you to feel fulfilled in your role, and to inspire your people in a way that is engaging and meaningful, and to challenge me when I don't behave or operate in a way that achieves these team objectives and goals.

And I expect you to deliver, when this expectation is fair and achievable. **This is what we do.**