Case study series: Wholesale Banking
Developing Collaborative Work Practices

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The Context

An international wholesale bank had a number of internal leadership development consultants, whose role was to develop the capability of the top 50-100 leaders. Specifically servicing the markets of Africa, Asia and the Middle East, the workforce is truly international.

The Proposition

The Risk Leadership Team came together for a series of workshops to develop cross border collaboration, increase leadership effectiveness and a better understanding of the composition of the group. There had been instances where poor collaborative practices had been identified as the reason for the failure of internal decisions to gain traction.

Facet5 had been used for individual leadership development over the last 4 years, and its reputation as a tool that describes, explains and predicts behaviour has grown during that time. It was seen as a system that provided a common framework and a language to help teams and individuals understand their behaviour and work more collaboratively.

The Solution

Facet5 was used as the basis for a 2-hour development workshop, for the Leadership Team and Head of Risk.

The Outcome

The Head of Risk discussed the key points made in his own Facet5 profile, describing how best to engage him and –conversely- what was likely to disengage him. The team was able to have ‘face-time’ with the leader in this context, and he provided an opportunity to glean insight into his behaviour and requirements, by using the shared framework and language of Facet5. Other team members shared their profile in a paired format, describing the relationship of others similarities and differences, strengths and challenges.

Subsequently, the LT requested Facet5 be used in a similar manner to bring their teams together to foster collaborative work practices and to encourage a greater understanding and awareness of individual differences. The HR Manager also had the opportunity to understand more clearly how to engage the LT and use his own strengths to develop a stronger HR proposition for the Risk group.

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