



**Standard
Bank**



**Henley
Business School**

**Gordon
Institute
of Business
Science**
University
of Pretoria

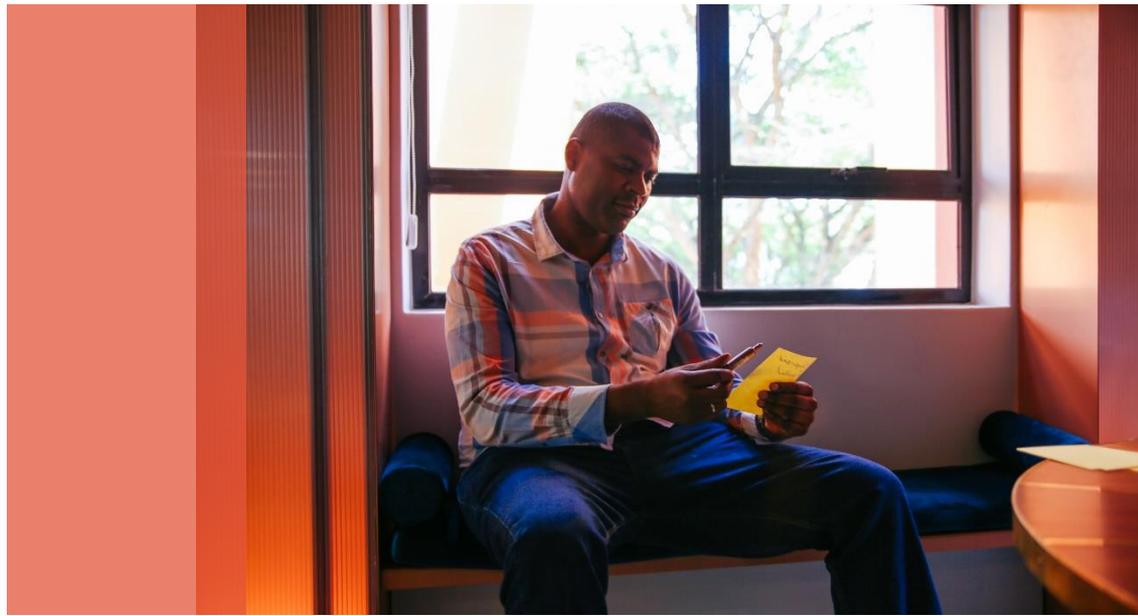


**Authentic African
leadership requires
'more than a programme'**



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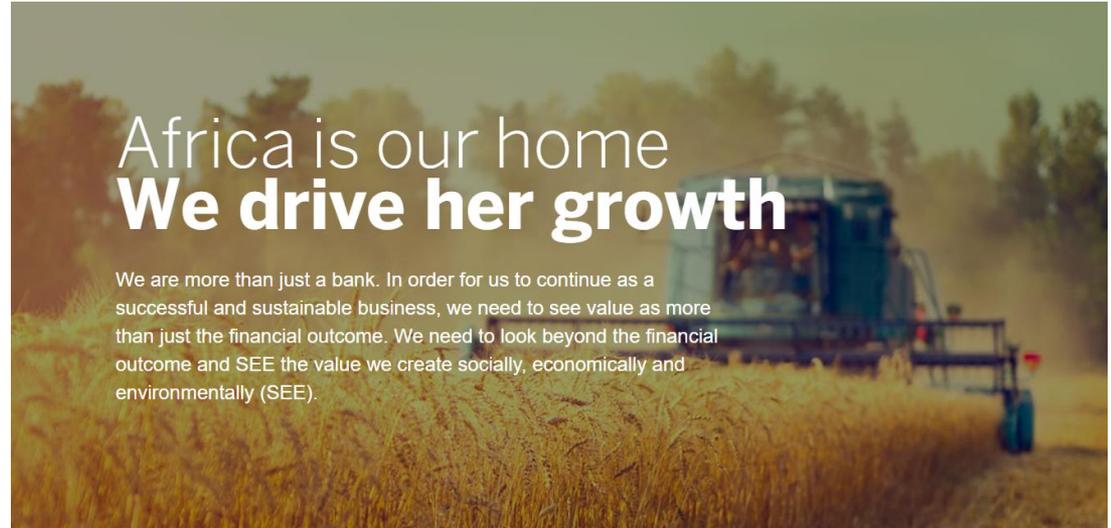


436 words

As a financial services institution rooted in Africa, but boasting an increasingly global footprint and clientele, South Africa's Standard Bank faced the same digital and skills disruptions as its peers. Furthermore the financial institution had to confront the challenges of operating in Africa, where historical issues of poverty, inequality and distrust demanded particularly responsive, creative and empathetic leaders. Leaders who took the bank's 'more than a bank' proposition to heart and who appreciated that operating in the complex African context had potential impacts on society, the economy and the environment.

With an extensive Pan-African footprint across 20 diverse African countries, including South Africa, Nigeria, Kenya, Ghana and Mozambique, Africa's largest banking group by assets encouraged its leaders to look beyond business as usual, to operating mindfully about the choices the bank made as well as the human connections which underpinned its relationships.

'More than a bank' was an ongoing provocation to all employees to think mindfully about their actions and their purpose. It was an all-encompassing vision that needed to come through strongly in the design and focus of the bank's senior leadership development programmes, for which critical personal mastery and community mindedness were as important as business impact.



Executive Summary



Not only did the approach have to be radically different from previous programmes run by Standard Bank's Leadership Centre of Excellence, how it was crafted and executed needed to stand apart from the run-of-the-mill leadership development intervention. To achieve this, Standard Bank approached two South African business schools with a proposal that they collaborate to create and run the programme together.

The Gordon Institute of Business Science (GIBS) was a home-grown South African institution affiliated with the University of Pretoria and with a reputation for excellence in general management education. The Johannesburg campus of Europe's oldest business school, Henley Business School, was renowned for its creative and design-thinking perspective. Both had worked with Standard Bank on previous projects. Both understood the particular needs of the bank. Both were up for the challenge of stretching themselves, finding ways to collaborate with a close competitor and were driven by the goal of creating an effective solution for their shared client.



While most senior leadership programmes take place over six to nine months, Standard Bank, GIBS and Henley co-created a new brand of leadership and development programme. One which ran over three months, comprising three short study blocks with two weeks in between during which delegates were challenged to maintain the momentum.

#unTAP, as the programme was eventually dubbed, spoke to tapping into each leader's innate potential by using fresh and innovative methods. The programme has been running since 2017.