African Acceleration!
Standard Bank Group’s *future-ready transformation* strategy is powerful incentive to grow the organisation beyond banking, to a *platform business*. To ready the Group for this challenge, a strong African pipeline of succession and talented leaders with the skills and capabilities to effectively lead into the future, is crucial.

*Africa is our home, we drive her growth,* is a compelling purpose and one that the Group actively commits to uphold. Continental growth is dependent on many factors in the financial and business environment, and one of the primary levers of growth resides in the effective development of the Bank’s people - equipping leaders to be in the right roles at the right time and growing them to harness the capabilities of their teams and propel them to achieve their and their country’s aspirations.

The Bank’s executive made a commitment in 2020 to deliberately invest in the succession pool and talent pipeline in the then continental Personal and Business Banking (PBB) arena, to make more targeted, intentional decisions on recruitment and succession development. Traditionally, the Bank had not been hiring or promoting internally for key in-country senior leadership positions; the eventual incumbent often being an expat worker or someone from another institution. It was also evident that invested effort was required to improve on the gender split at senior levels.

The Bank was confident in the potential of their internal people and believed that select individuals could take on the challenge of more senior roles should they be provided with the right opportunities for growth, with bespoke, integrated learning experiences, mentorship and workplace coaching. The view was not only to accelerate their leadership now, but to build a pipeline that will continue to grow and develop in a sustainable way for the next five years, and beyond, to remain future fit and continuously raise the bar in this evolving organisation. The *Acceleration* programme was born as a result.

A bespoke journey catering for 20 select individuals in two pilot cohorts, designed to build the capabilities identified that are core to the success profile required for the specific in-country roles. Gap analyses were undertaken for each individual, as input to the crafting of this niched programme, aligned to the future shape of this organisation. Individual action plans were crafted as a result, that included the Acceleration programme.

Standard Bank wished to partner with an organization of learning and approached Henley Business School. Henley is well known in the Bank’s environment for being agile, innovative and for showing impact. The partnership fine-tuned a design for delegates from 14 different African countries. Five pitstops or contact blocks were devised, incorporating the themes identified for the growth and development of African future-fit leaders, to be facilitated by best-in-class providers and the Bank’s own experts. Henley would seamlessly direct and integrate the programme, whilst integrating eight other providers and the internal banking experts, ensuring a well-constructed, tailor-made and innovative learning journey.

The year-long programme saw the delegates fully immerse themselves in the process. Covid-19 forced the partnership to pivot quickly in order to produce a highly experiential and unique virtual programme, across three time zones.

The results were greater than anticipated – strong relationships forged, albeit virtually, with 13 of the 40 delegates promoted to more senior roles as the new Heads of Consumer and High Net Worth Clients and Business and Commercial Client segments, roles which came into being as a result of the future-ready transformation journey the Group embarked on in September 2020. As many as 40% of the promotions were Black females. All the delegates found themselves in a newly established role, a promotion position, or a lateral move. The network formed will create a supportive community of practice and will assist and mentor the next groups of delegates. We commence with our third cohort in May of this year.
Introduction

Standard Bank Group is a financial institution that offers banking and financial services to individuals, businesses, institutions and corporations in Africa and abroad, with a Pan-African footprint spanning 20 African countries. The Bank has a mature learning and development philosophy and is innovative in its approach to design and rollout of development programmes in South Africa and beyond. The new tagline of ‘It Can Be’ speaks to exponential thinking with respect to the future direction of the platform business.

Henley Business School, Africa, has been active in the South African education environment for 30 years. The School is owned by the University of Reading, UK, and is an external branch of Henley Business School Limited, UK, yet truly understands the context in which it operates locally.

The partnership between the two institutions began in 2015 and has grown to the extent that Henley works across many of the Bank’s different business units, delivering in excess of 20 customised accredited and non-accredited programmes.

The Acceleration programme detailed in this study is a unique, bespoke Pan-African initiative intentionally designed to ensure a strong pool of internal successors to senior roles in-country across 14 African countries, ensuring the Bank remains true to its future-ready transformation journey as it pivots to being a platform business.

Ana Spring, Head of Learning for Consumer and High Net Worth (CHNW) and Business and Commercial Client (BCC) segments at Standard Bank summarises their overarching need, to be described in this study, as having to focus on accelerating skills development and driving a growth mindset across the Group and the continent as they transform beyond financial services.

This requires leaders who are able to lead strategy execution by focusing on the human skills that are important for all to work together in a meaningful way, and digital skills that are important to enable a platform business.
Developing an internal senior succession pool

Now I understand how to perform my duties...

We can now execute with agility!

Finding the right partner

Future-fit African leadership for a future-ready transformation strategy

The Challenge

African leadership community of practice alumni

Collaboration
“We identified a strong need that we had to not only create a pipeline of succession and talent, and just how many of you have gone on into strong leadership positions in the organization; we also had to equip you for the future.”

Leon Barnard, Standard Bank
The Challenge

The bespoke Standard Bank and Henley Leadership programme, known as Acceleration, formed an essential part of a broader Standard Bank initiative called the Accelerate Journey. It was born from a need to align to Standard Bank’s current strategy - to evolve from a traditional banking model to a platform business - accomplished by offering clients valuable solutions, services, connections and partnerships that extend beyond banking, via digital platforms, whilst delivering a seamless universal financial services proposition.

Mei-lene Els, the programme’s key driver and Senior Learning Partner for BCC said, “Traditionally, in many organisations, especially those as historically hierarchical as Standard Bank, the assumption is that leaders fully understand the current and future strategy of the business and can cascade this information down to their teams in order for them to pivot, align and execute effectively.” The Bank’s executives knew differently – and the concept of a platform business is one with which even the more expert among the senior managers tend to wrestle.

Within this context, said Leon Barnard, Head of the Bank’s Business and Commercial Enablement and key programme sponsor, the Bank had identified a strong need to create a pipeline of success and talent and to equip these leaders for the future, so that they fully comprehended their task and its magnitude. Core to this philosophy was a keen understanding of what this organisation was aiming to achieve in the many African countries in which it operates, aligned with the Group’s future-ready transformation strategy.

“The intention of this programme is to develop potential successors and to grow our leaders to fulfil their potential as well as deliberately strengthening our succession pool, to ensure that sufficient depth and breadth are capabilities for the future, and to build a local talent pipeline in Africa regions in order to enable a sustainable model of in-country execution.”

Strong, upskilled ‘in-country’ leaders would understand how to grow the business in their own context, within a broader African context and global economy, being less reliant on expats. And it was anticipated that at least 40% of the new pipeline would be Black women.

“...We intentionally want to grow leaders in the Bank who can serve as catalysts of change, deal with increased complexity, adapt quickly to rapidly changing environments, and lead an increasingly diverse workforce.

- Leon Barnard, Standard Bank Group
With this in mind, Mei-lene and Leon, together with Ana, all business challenge owners, took a qualitative and quantitative view of the landscape across the continent with respect to executive positions in the Personal and Business Banking (PBB) arena at the time. The profile of a successful leader in the PBB context was identified, as well as the gaps in the current succession pool. Numerous business and HR partners across the continent collaborated to assist with this key task, which led to individual development plans for the select group, against the capability matrix for the Head roles (see Appendix A).

The Bank approached Henley Business School to be their primary partner in co-design and rollout of the journey, bringing the L&D dream to life. “We wished for a programme that allowed the delegates to be vulnerable and to be comfortable with ambiguity and uncertainty. We wanted these senior executives to be learners on this journey, giving them permission to be curious and to learn together. We built in some fun - essential for creativity (and attendance!),” stated Linda Buckley, Executive Education Director at Henley.

This learning environment would enable the delegates to put relevant theory into practice in their own unique context, transferring learning from contact sessions to their own lived reality. We understand that adults need to unlearn certain behaviours in order to establish new and more effective practices and we hoped they would reflect on this as key lessons challenged their thinking patterns and ways of being and doing. “The very things you think you know as a leader are often the stumbling blocks that prevent you from learning and accelerating,” said Mei-lene.

“A large percentage of adult learning resides in the social domain and in being together, learning with and from each other. Little did we realise that this intense journey would need to be facilitated on a virtual platform due to Covid-19 restrictions across most of the countries involved,” said Linda. This meant both Standard Bank and Henley had to work quickly to create a valuable learning experience for busy, senior people in various geographies, across three time zones, in a ‘two-dimensional’ manner.
The Challenge (cont)

“To assist in the chosen delegates’ understanding of what it takes to become a future-fit African leader, the Bank wanted best-in-class providers for the various segments. To this end we collaborated with expert organisations to curate an experience that would create sustainable value to all involved,” said Mei-lene.

Intricately intertwined with the Bank’s strategy was the need for delegates to craft their country’s strategy whilst on the programme, amending the blueprint as they learnt new lessons, debating their outputs with colleagues, faculty and Standard Bank experts alike. This culminated in the creation of a transformation map presented to delegates’ managers and group executives. The programme, therefore, was merely the beginning of their leadership development trajectory.

In this way, Acceleration ensured that each leader knew what to execute over the subsequent five-year period in order to align to the group strategy and to bring their teams along on the journey. The transformation maps provided a metric upon which the heads of country could hold the delegates to account.

The desired impact included the potential promotion into executive roles of a percentage of the delegates in their countries, inclusive of African women leaders.

It was hoped that a network of continental leaders and alumni would form, advising each other and sharing valuable lessons - striving to be the future-fit leaders that the Bank needs to attain its ambitious strategy.

“We’ve got awesome talent, a pipeline of people - now we need to equip them.”

- Leon Barnard, Standard Bank Group
The Challenge and Commitment

“...So we face a challenge in the continent where, if a senior leader leaves or retires, or if there’s a vacancy, we found ourselves looking for talent in the market to bring into the organisation. Or we’d have to go and look at other countries, or South Africa, to send talent into the countries to replace leaders that have left.”

Mei-lene Els, Standard Bank
OUR COMMITMENT
WE COMMIT TO DEVELOP AFRICAN TALENT FOR FUTURE GENERATIONS

WE BUILD THE PEOPLE WHO BUILD THE BUSINESSES THAT BUILD AFRICA

AFRICA IS OUR HOME, WE DRIVE HER GROWTH

PARTNERING AND HOLDING THE BEST IN CLASS PROVIDERS AND BANKING EXPERTS
The Commitment

Standard Bank and Henley have enjoyed a close working partnership for approximately six years, well aligned with respect to organisational values, learning and development philosophies, and overarching organisational purpose. Linda said, “Not often in a corporate executive team do we see the level of interest, engagement, passion and time that Standard Bank affords their talent. They believe in the potential of their workforce and in Henley as a learning partner. We value partnering with such a strong South African brand, with a mature L&D mindset and visible commitment to growth, particularly during times of adversity.”

Standard Bank states that, ‘Africa is our home, we drive her growth,’ while Henley believes that, ‘We build the people who build the businesses that build Africa.’ A partnership built on mutual respect and trust, working with the same passion for our continent and its people, is certainly a sustainable and balanced one.

This partnership intended to bring a disparate group of learning providers together in the hope of creating a seamless, diverse and innovative experience for select delegates. Mei-lene remarked, “It is scalable and adaptable, not a once-off. It has longevity because we have created sustainability with various providers, under Henley. We intend to roll this out over a number of years, learning as many lessons as possible from the initial cohorts.

“Every time we roll out Accelerate it will be new - never outdated and a flexible solution. It’s then possible to customise and extract key pieces of it for other areas in the business. We can now align the success profiles to new areas in the organisation; it can successfully be replicated.”

Providers, including Henley, were procured and contracted by the Bank for their expertise and historical level of commitment. Henley was tasked with co-designing the journey and ensuring its ongoing relevance as the Bank pivoted to a platform business.

“The engagement of the various providers allowed us to tap into the relevant experts who would provide the latest, leading-edge expertise. It was important for the Bank’s current leaders to be active and engaged in this initiative.”

- Mei-lene Els, Standard Bank
The Commitment (cont)

The Henley/Standard Bank partnership would manage the complexity of the moving parts and quality assure all providers to maintain rigour and relevance. An evaluation system (Evasys) with a turnaround time of 24 hours, provided swift feedback ahead of the next day’s facilitation (see Appendix B).

Henley ensured the formative learning and assessment were closely facilitated, hence the key academic Programme Director role. Dr Puleng Makhoalibe, plus other Henley staff and faculty became critical success factors to the programme.

During the virtual launch event on 6 July 2020, the 40 delegates were informed of all major milestones and expectations, including the programme timeline, key deliverables and high-level content per pitstop (see Appendix C). At the launch, Linda advised delegates that the programme would test their long-held orthodoxies, allow for uncomfortable dialogue with peers, challenge the notion of leadership on a continent filled with both adversity and potential, and encouraged them to open their minds to divergent thoughts such as, ‘what if?’ and ‘how might we?’

There was obvious buy-in from Group executives and well as from the leaders in the various countries. This highlighted to all the level of importance placed on the programme and inspired delegates to be present, to give and to collaborate.

The Bank, along with the relevant Henley staff, closely monitored attendance on the virtual platforms and managed any issues directly with the delegates involved. This programme ran during a particularly difficult time in global history - many told of deaths in the family and in work teams due to Covid-19 fatalities, lack of access to key tools in their countries such as internet connectivity, workload increases due to staff illness, retrenchments and so forth. “We had to remain empathetic and cognisant of life challenges,” said Puleng.

“We weren’t presenting a programme to them. We were shaping it with them. We brought to it what we believed the delegates needed and, collaboratively, we either added, extracted or built as we progressed, in an agile fashion. Throughout the journey we pivoted and kept it relevant.”

- Dr Puleng Makhoalibe, Henley Business School
ACCELERATION INITIATIVE

a = \frac{\Delta v}{\Delta t}

BUILDING RELATIONSHIPS FOR RESULTS

1. Personal Mastery
2. Pit Stop
3. Customer Centricity
4. Pit Stop
5. Pit Stop

PIT STOP 1:
- Thriving Resilience
- Innovation
- Collaboration
- Curiosity
- Tolerance
- Understanding conversations for performance

PIT STOP 2:
- Broader Global Mindset
- Customer Centricity

PIT STOP 3:
- Platform
- Culture of Innovation
- Agile

PIT STOP 4:
- Acceleration
- 14 months
- Standard Bank

PIT STOP 5:
- Transformation Journey Map
- Future Ready
- Leading People
- Digital Transformation

PRESENTATION OF TRANSFORMATION MAPS

strategic direction
problem solving
decision making
execution diligence
managing relationships
The Acceleration Initiative

“Fasten your seat belt, shift those gears and press Start. Bring your vulnerability and your thinking hat. The journey may not be a comfortable one, but one designed with you in mind, to overcome those curveballs life will throw your way, with grace and grit. Are you ready? We are - and we’ve onboarded a world-class crew for this one. I look forward to getting to know you as we travel together.”

Puleng Makhoalibe, true to the Acceleration programme’s Formula 1 metaphor, shared this message at the programme launch ceremony in July 2020.

The cohorts, comprising a targeted group of individuals from East, West and South Central Africa, were chosen following a rigorous internal assessment process to confirm that they were indeed ready to take on the programme challenge, as well as, potentially, to take up key leadership roles in their countries.

Acceleration brought together different providers, including Standard Bank’s own subject-matter experts. The pitstop themes covered aligned closely to the future-ready leadership competencies required at this time in the Bank’s development trajectory. Themes included Growing a global mindset, Thriving in an exponential world, Cultural tolerance and curiosity, Behavioural economics, Strategy creation and articulation, Digital transformation strategies, Meaningful conversations and Execution diligence.

Henley’s role was to integrate the teaching and learning experience, allowing the journey of five ‘classroom’ pitstops to feel seamless and holistic, coaching the delegates on their design-thinking projects, and managing the formative learning by way of reflective practice.

The Bank’s L&D team was very deliberate that this was not going to be purely classroom based. They wanted it to involve a myriad of mediums to inspire leaders in different directions and be inclusive of research, group and individual work, reading, experiential experiences and robust discussions.

The Acceleration outcomes would be measured by workplace-based assignments from the various providers, immersive activities, group collaboration, individual assessments and presentations of outputs.
The Acceleration Initiative (cont)

In an unexpected twist, South Africa and the majority of other African countries moved into a tight lockdown due to Covid-19 in March 2020. This necessitated all providers to upskill their faculty to facilitate the pitstop sessions on a virtual platform across three different time zones.

The five pitstops were summarised by Puleng as follows, “The first pitstop was about personal mastery, getting to know and understand oneself. The second was about galvanising relationships for success and gaining social mastery. The platform business - which is where Standard Bank’s expertise came in - was the subject of pitstop 3, and pitstop 4 was about execution excellence. The fifth and final pitstop was a reflective one that intended to set up the delegates for success.” (See outline overleaf.)

There was prework ahead of each pitstop and reflection and application activities during the weeks between sessions. Delegates were encouraged to use their own context as the learning incubator and to apply theory to practice in real time. They were assisted by business coaches and the programme director and faculty.

Powerful stories were shared upon their return to subsequent pitstops - which is often where the deepest learning takes place.

“The two cohorts would also attend a two-month Cambridge online digital transformation programme with 150 delegates from across the globe, to ensure international exposure. Two of the Acceleration delegates were named top students on this programme,” reflected Mei-lene.

The format of the major programme deliverable was a Transformation Map. It was presented at the close of the journey, but the intention was to monitor strategic execution as documented by each individual against, *inter alia*, anticipated deliverables, timelines and stakeholder engagement. This map highlighted the kind of leader the delegate wished to be in order to drive his or her country’s strategy, to identify gaps hindering success, as well as strengths that needed to be honed (see Appendix D).

The map defined each delegate’s vision statement and identified five focus areas, each showing three critical success factors for the forthcoming five-year period. Each delegate posed four key questions to enable and accelerate execution of their strategy. This formed a key metric for post-programme success; each leader could be evaluated against his or her own blueprint for the country’s growth to 2025 and beyond.

“We were intentional about tracking progress post-programme, to build an alumni capable of paying learnings back to subsequent cohorts and the broader Pan-African organisation by way of mentorship - seen by the organisation as regeneration, and necessitated by a growth and regenerative mindset,” Mei-lene explained.
HIGH LEVEL ACCELERATION PROGRAMME OVERVIEW

THE PROGRAMME INCLUDES:

- **5 Classroom Pitstops** that will be built both as virtual live facilitated classroom experiences or face to face experiences
- **2 month fully digital course** through Cambridge University Business School
- **Prework** before each Pitstop
- **Reflection and application activities** between each Pitstop
- One on one coaching session with the Integrator from Henley, throughout the programme
- An in-depth application Project that will be presented, implemented and tracked over 12 months, post the programme

**PITSTOP 1**
Personal Mastery  
5 Days Classroom

**PITSTOP 2**
Galvanising people for results and Building Effective Relationships  
6 Days Classroom

**PITSTOP 3**
Building a customer centric and innovative culture (The Platform Business)  
2 months online (Cambridge) and 4 Days Classroom

**PITSTOP 4**
Establishing strategic direction and execution diligence  
5 Days Classroom

**PITSTOP 5**
Programme reflection  
2 Days Classroom

Note: This pitstop changed completely during the programme as the Bank moved to its Platform Business.

Plus a 2-month Cambridge Judge online programme
Puleng Makhoalibe, programme director
Describing Pitstop 1 & 2 plus video snippets
COMMUNITY OF LEADERS

PERSONAL GROWTH

MUTUALISTIC PARTNERSHIPS

TEACH & MENTOR OTHERS AS ALUMNI

PROVEN BUSINESS IMPACT

future-fit leaders

13 OF 40 DELEGATES PROMOTED TO SENIOR POSITIONS OR PLACED IN NEW ROLES.

40% BLACK FEMALE PROMOTIONS/PLACEMENTS

FUTURE-FIT AFRICAN LEADERS

COLLABORATION
The Impact

The Acceleration initiative was judged by the Bank to be highly successful as a Pan-African initiative. Subsequent to the programme, 13 of the 40 delegates have been promoted into senior leadership roles, with 40% of these being Black women. Those who were not promoted were, by virtue of the restructure, moved into relevant lateral roles or newly created positions.

A small percentage of delegates resigned from the business, referred to by the Bank as ‘regrettable losses’. “What we have done is to make [those delegates] more marketable, enabling them to add value to the industry across the continent,” said Mei-lene.

“If an employee moves to another organisation in Africa, we are still living up to our commitment to grow the continent. The Bank’s commitment has always been bigger than itself,” she explained.

Feedback from delegates focused on programme rigor and intensity. “The programme is deep but wide at the same time,” explained Puleng. “I believe the delegates walked out of the programme with answers as well as with quality questions, and a sense of curiosity as to how this would unveil, saying - as a leader, I need to have the confidence to think for myself instead of seeking the counsel of others.”

“As for results, I believe that the spreadsheets speak for themselves. They tell a story of people being promoted, which was at the heart of what we wanted to see - that when a relevant position became available, the delegate was equipped to take on the position that we had readied for them,” said Mei-lene.
The Impact (cont)

Each delegate had been exposed, intentionally, to the many topics identified as key to the growth of a future-fit African leader - among them, being a global thinker with a growth mindset, an agile leader able to pivot when change is required, a leader able to understand, internalise and teach others the key tenets of the platform business, an authentic leader able to harness cross-cultural teams and utilise the strengths in difference, and a collaborative, vulnerable leader able to ask the right questions, and feel comfortable with ‘not knowing’.

Leon Barnard, in his speech at the graduation in 2021, spoke of the incredible impact Acceleration has had on the delegates and the organisation as a whole. What was intended at the outset had been realised and will continue to be realised as these leaders take up their roles and lead with increased confidence, solid strategies and executables, a growth mindset, increased support networks, greater agility and the knowledge that they are an important part of Africa’s growth.

Leon said, “It’s just incredible that all 40 delegates who started this journey saw it through! Many of you have taken on [top] leadership roles in an environment where we have brought more change into the organisation. We’re busy dealing with our future-ready transformation. You’ve been well equipped, you’re thinking about [the Bank’s] ecosystems and the collaboration spaces in which we find ourselves - a collective coming together to find deep solutions to problems. As a leadership team, you have taken deep control of your futures.”

It was clear to all key stakeholders and providers that the delegates had experienced a transformational learning journey. They spoke of profound shifts in both their work and home lives, and of minds that will never be the same. They had been stretched and challenged and had been able to utilise the lessons learned on the pitstops when back in the workplace between blocks, allowing the learning to be amplified as they practiced, experimented, reflected, taught others and mentored and coached their teams with a newfound confidence in their leadership competencies.
The impact of what we discovered [with Acceleration] was greater than we could ever have imagined. We no longer had to look for talent, as that talent was ready and the pipeline was strong. We had a vision, we had a dream, and we co-created a life-changing leadership journey.

- Mei-lene Els, Standard Bank
“How they were able to understand strategy, articulate strategy to their teams and be able to perform in terms of execution diligence, how they were able to grow as people, how they were able to grow their leadership muscle.”

Mei-lene Els, Standard Bank
Meet four of our recently promoted graduates -

Ricky Holloway  
You took the steering wheel and went off from day 1. Ngiyabonga kakhulu for the energy you brought to this learning journey. You got the tools to accelerate and drive at even faster speed, while staying grounded.

Portia Motshegare  
Your beauty, smile and love permeated each zoom session. You coloured each pitstop with your hair colour, that we will never forget. Continue to be as bold as a lion. Congratulations on the executive appointment.

Mulenga Silwamba  
You are a formidable force Mulenga, you brought your whole self to this learning journey. You allowed us to feel with you. The ups and downs. Congratulations. Lead Zambia with grace and grit.

Calistas Chijoro  
Congratulations for your recent executive appointment. Well-deserved and here’s to wishing you great success and acceleration. Pele ea Pele.
Reflections

"The delegates made me fall in love with Africa again – and the different languages, cultures and beauty of this continent. I want to thank you all.

- Dr Puleng Makhoalibe, Programme Director, Henley Business School

Linda Buckley, reflecting on the journey and thanking Standard Bank for the partnership"
Reflections

The partnership between Henley and Standard Bank continues to cement itself - Henley Africa runs a variety of programmes across the Bank, both in South Africa and beyond. This guarantees a learning partner that truly understands the inner workings of the Bank and its people, as well as its vision for the future as a platform business. The trust relationship is evident and we challenge each other to chart new territory.

In Mei-lene, Ana, Leon and their respective teams, Henley enjoys a partner absolutely passionate about its people and their growth. This has been noted by the select individuals on the programme and it motivates them to succeed. The executive buy-in, sponsorship and mentorship is critical to the success of the initiative.

In Puleng, the Programme Director, we have an energetic individual who continuously pushes the envelope and goes the extra mile. Her drive and passion create the impetus for a superb learning environment and ensure that delegates are engaged and interested. The strong relationships forged between Puleng, faculty, the Henley team, the delegates and the Bank were very evident during the programme and made mention of by many speakers from both organisations at the final celebration. We believe this to be a truly sustainable partnership and programme.

To witness the impact of the programme on the delegates first-hand, and to hear of their promotions and the shifts in behaviour, plus their forward-thinking vision for the future of their individual countries, is hugely rewarding for the partnership. We dreamed of a transformational programme and it has been realised. We know too that we will collectively improve the offering for future delegates, involving the alumni as key stakeholders in our decisions.
"How is this going to work? We had gotten so used to the face-to-face interactions and we had little faith. But little did I know that this was just the beginning of a life-changing ride. We had five great pitstops and at every pitstop I thought it cannot get better than this. Each pitstop got better and better. We became such close friends, not just teammates, but friends."

Mulenga Silwamba - Graduate, Standard Bank, Zambia
We thank you!

"Perhaps you would like to ‘meet’ the delegates?"

The Commitment and Initiative

“’I’m going to be telling you a story of partnership, a beautiful story of partnership between Henley Business School and Standard Bank. We had a vision, we had a dream, and we co-created a life changing leadership journey."

“ We thank you!"
African Acceleration!

Appendices A -E

15 March 2022
Appendices

Appendix A: Individual Development Plan against Capabilities
Appendix B: An Evasys evaluation example
Appendix C: Programme specifics for delegates at launch
Appendix D: A Transformation Map example
Appendix E: Some delegate reflections
# APPENDIX A: Head Capabilities outlined

## PBB Head Accelerate Programme - Capability Matrix

<table>
<thead>
<tr>
<th>Capability</th>
<th>Descriptor</th>
<th>Characterised by following competencies</th>
<th>Skills required</th>
<th>Integrated approach to development to enable successor readiness</th>
<th>Experience</th>
<th>Exposure</th>
<th>Exchange</th>
<th>Education</th>
<th>Regulatory Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing Strategic Direction</td>
<td>Provides strategic direction to the business by demonstrating a governance and understanding of risk, financial and operational outcomes.</td>
<td>Understanding group strategy &amp; local market context in order to set strategic direction for PBB business. Ensure that there is a strong risk culture and get involved when key risks are encountered and need to be mitigated or managed. Lead the PBB team in setting the current year’s key focus areas on the context of the group strategy as well as the current year’s budget deliverables in order to support the Country C-level directions set for the region.</td>
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## Universal Orientation to Business

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<thead>
<tr>
<th>Capability</th>
<th>Descriptor</th>
<th>Characterised by following competencies</th>
<th>Skills required</th>
<th>Integrated approach to development to enable successor readiness</th>
<th>Experience</th>
<th>Exposure</th>
<th>Exchange</th>
<th>Education</th>
<th>Regulatory Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Effective Relationships</td>
<td>Establishes and utilises networks to gain deep insight into local and global industry dynamics.</td>
<td>Drive sustainable and profitable growth to achieve higher ROE and CET1 in comparison to peer banks in region. Increase market share in terms of both assets and deposits in order to increase the flow of “new money” within the bank in a sustainable manner.</td>
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## Galvanise People for Results

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<tr>
<th>Capability</th>
<th>Descriptor</th>
<th>Characterised by following competencies</th>
<th>Skills required</th>
<th>Integrated approach to development to enable successor readiness</th>
<th>Experience</th>
<th>Exposure</th>
<th>Exchange</th>
<th>Education</th>
<th>Regulatory Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building a Customer-Centric &amp; Innovative Culture</td>
<td>Demonstrates customer passion by serving and partnering customers on their personal journeys.</td>
<td>Develop staff competence and create a sense of common purpose and employee ownership to meet the sustainable growth and customer experience goals and requirements. Develop and maintain an end-to-end customer journey that attracts, retains, and develops talent in order to ensure strong growth across all segments in terms of customer and business requirements.</td>
<td></td>
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## Managing Performance

<table>
<thead>
<tr>
<th>Capability</th>
<th>Descriptor</th>
<th>Characterised by following competencies</th>
<th>Skills required</th>
<th>Integrated approach to development to enable successor readiness</th>
<th>Experience</th>
<th>Exposure</th>
<th>Exchange</th>
<th>Education</th>
<th>Regulatory Requirements</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
## APPENDIX A: Individual Development Plan

### Development Objective (based on gaps identified)

1. Taking the team along with her in the journey
2. Delegating and managing her expectations of others. Trusts people, considers and tolerates others.
3. Understanding the pace of learning and meeting the expectations of others
4. Taking Action
5. Making Decisions
6. Challenging ideas

### Capability Category

- Building Effective Relationships
- Universal Orientation to Business
- Interpreting data, assessing information and providing insights
- Establishing Strategic Vision
- Creating innovation

### Development Solutions

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Outcome Measures of Success</th>
<th>By when?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Attend at least 3 external events with external thought leaders during 2022</td>
<td></td>
<td>Q3 / Q4</td>
</tr>
<tr>
<td>2.</td>
<td>5 Books by Vishen Lakhiani to read, relating to Care and Growth (head past the stress, leadership, inner and the 2 lands).</td>
<td></td>
<td>Q2</td>
</tr>
<tr>
<td>3.</td>
<td>5 X Online Coaching sessions with senior coaches from Schultenka part training (internal coaching)</td>
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<td>Q3</td>
</tr>
<tr>
<td>4.</td>
<td>Attend Meaningful conversations 2 days</td>
<td>Included in Programme - (Programme 1)</td>
<td>Q2</td>
</tr>
<tr>
<td>5.</td>
<td>Inclusive leadership or Linked in learning - 6 hour</td>
<td></td>
<td>Q2</td>
</tr>
</tbody>
</table>

### Digital Library Solutions Links

- [https://www.sustainableinnovation.com/adventures/](https://www.sustainableinnovation.com/adventures/)
- [https://www. (404)](https://www. (404))
- [https://www. (404)](https://www. (404))
- [https://www. (404)](https://www. (404))
- [https://www. (404)](https://www. (404))

### Review on Progress

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
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<th>By when?</th>
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</tbody>
</table>
APPENDIX B: Sections of the Evasys Evaluation report

Overall indicators

Global Index

2. Module

3. Facilitator

4. Training material

5. Administrative Support

6. Overall satisfaction of this module

Survey Results

Legend

Question text

Profile

2. Module

2.1. The learning value of this module met my expectations.

Strongly disagree

Strongly agree

n=15

dev=0.4

2.2. The programme content is relevant, up to date and at the correct level.

Strongly disagree

Strongly agree

n=15

dev=0.4

2.3. I will be able to use what I learned in this module in my job.

Strongly disagree

Strongly agree

n=15

dev=0.4

3. Facilitator

3.1. The facilitator created a constructive climate in which I could express my ideas, feelings and questions.

Strongly disagree

Strongly agree

n=15

dev=0.4

3.2. The facilitator made good use of exercises and other activities to enhance my learning experience.

Strongly disagree

Strongly agree

n=15

dev=0.4

3.3. The facilitator shared his/her knowledge and experiences effectively to assist my learning.

Strongly disagree

Strongly agree

n=15

dev=0.4

3.4. I was treated with respect as a learner and as an individual.

Strongly disagree

Strongly agree

n=15

dev=0.4

3.5. The experience of this module being delivered virtually was positive.

Strongly disagree

Strongly agree

n=15

dev=0.4
APPENDIX C: Programme specifics for delegates at launch

SUMMARY OF PITSTOPS:

PITSTOP 1
Personal mastery:
DAY 1
Broaden your world - Growing a Global Mindset
DAY 2-5
Thriving in an exponential world
1. Resilience
2. Authenticity
3. Collaboration
4. Innovation
5. Empathy

PITSTOP 2
Galvanising people for results and Building effective relationships
DAY 1 & 2
Cultural tolerance and curiosity; Leadership Pathways
DAY 3 & 4
Care and Growth
DAY 5&6
Meaningful Conversations

PITSTOP 3
Building a customer centric and innovative culture:
The platform business
DAY 1
Demystifying & Enabling Platform Business Masterclasses
DAY 2
Innovation, Ecosystems and Partnerships Masterclass
DAY 3
Client Centricity and Segment Strategy and call to action for Business and Commercial
DAY 4
Africa-China & Trade, The Platform Business Strategy, Client Centricity, Segment Strategy and call to action for Consumer High Net Worth segments

PITSTOP 4
Establishing strategic direction and Execution diligence:
DAY 1 – 4
Execution Diligence, Business Acumen and Commercial Orientation
Day 4
Performance to Potential
DAY 5
Strategy Creation and Articulation

PITSTOP 5
Building a universal orientation to business:
DAY 1 & 2
Building your Universal Orientation
DAY 3
Face to face coaching sessions for Participants with Experts
DAY 4 & 5
Participant Presentations

Pitstop 5: Changed to a 2-day reflective block in the end
APPENDIX C: Programme specifics for delegates at launch

PROGRAMME TIMELINES: Cohort 1

Launch & Orientation

ON THE GRID
6 July

Pre-pitstop activity – on the Grid
(the basis for the Final Presentations at Pitstop 5)

PITSTOP 1
3 - 7 August

PITSTOP 2
15 - 22 Sept

10 Sept – 10 Nov
10 weeks
Part of Pitstop 3
Digital and online learning (Cambridge University Business School)

PITSTOP 3
15-19 March

PITSTOP 4
3-7 May

An in-depth application Project that will be presented, implemented and tracked over 12 months, post the programme

PITSTOP 5
7-8 June

One-on-one coaching sessions with the integrator from Henley, throughout the programme

11-month programme + 12-month post-programme support and tracking
Reflection & application activities between each Pitstop
## APPENDIX C: Programme specifics

### DETAILED PLAN PER COHORT

<table>
<thead>
<tr>
<th>Launch 6 July 2020</th>
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</thead>
<tbody>
<tr>
<td><strong>TOPIC</strong></td>
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<tr>
<td>Pitstop 1 Personal Mastery</td>
</tr>
<tr>
<td>5 Days</td>
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<tr>
<td>Pitstop 2 Galvanising people for results and building effective relationships</td>
</tr>
<tr>
<td>6 Days</td>
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<tr>
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<tr>
<td>Pitstop 3 Building a customer centric and innovative culture 2 months Digital + 4 Days</td>
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<tr>
<td>Pitstop 4 Establishing strategic direction and execution diligence 5 Days</td>
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<tr>
<td>Pitstop 5 Building a universal orientation to business 2 Days</td>
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</table>
APPENDIX C: Programme specifics for delegates at launch

ON THE GRID: Activation Activity

At the starting line / on the Grid

• Based on a real strategy that you need to create or execute against – to help your team build a ‘prototype’
• Prepare a presentation that captures and articulates this strategy (as if you would present this to your PBB Manco Team as well as to your PBB broader team)
• How would you do this?
• What data would you use?
• How would you set goals based on the strategy?
• How do you plan to execute against this strategy?
• How will you measure your success?
• Think deeply about the complexities you may face and how you would overcome them; and
• This activity will then evolve as you journey through the programme and the final result will be presented during Pitstop 5.
Charity Mughogho’s Transformation Journey Map (shared with permission), highlighting her vision for the next four years in her role in Malawi. Charity has been promoted to Head of Consumer and High Net Worth Clients there.
Appendix E: Some delegate reflections -

Thank you for crafting such a powerful and engaging programme, very well rounded with emphasis on self, leadership and relationships – these are skills that I will apply even outside of the work environment. I was allowed to be vulnerable, without judgement. I have become a better version of myself.

- Portia Motshegare, now Head Consumer and High Net Worth Clients, Botswana

What an honour and a privilege it has been to be on this programme; not just a programme that helps us in business and technically, but also one that helps develop soft personal skills that can be beneficial in life in and out of work.

An investment in knowledge pays the best interest.

- Ricky Holloway, now Head Digital Transformation, Eswatini

I am so grateful to everyone for sharing their views, vision and individual experiences. Your contributions and the wealth of knowledge from the facilitators has made this journey the most enriching ever. No academic degree at any university I have been to compares because of the practical, deep experiences shared. The cultural diversity and unique nuances from across Africa made it a very special learning experience for me.

- Ada Otukomaya, Head Africa China Banking, Nigeria

We encourage the Bank to do more of these programmes. The cohorts were virtually done but they allowed us to have fun. We embraced each other through culture; through food, music, arts, clothing and language.

We weren’t physically together but we went into each other’s homes, and we cooked – we cooked our local food and we loved it. We made the virtual world become so real. We really appreciate what we went through. For most of us this is just the beginning.

- Mulenga Silwamba, now Head Consumer and High Net Worth Clients, Zambia