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CELEBRATING 25 YEARS

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your Building Society

Developing a high-performance culture

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- ✓ Based in the Heart of the West Midlands
- ✓ 5 Branches, c120 People
- ✓ £446m Balance Sheet; £2.21m total profit
- ✓ 97.5% Net Promoter Score
- ✓ Employee engagement scores >80%
- ✓ Best Company to Work For

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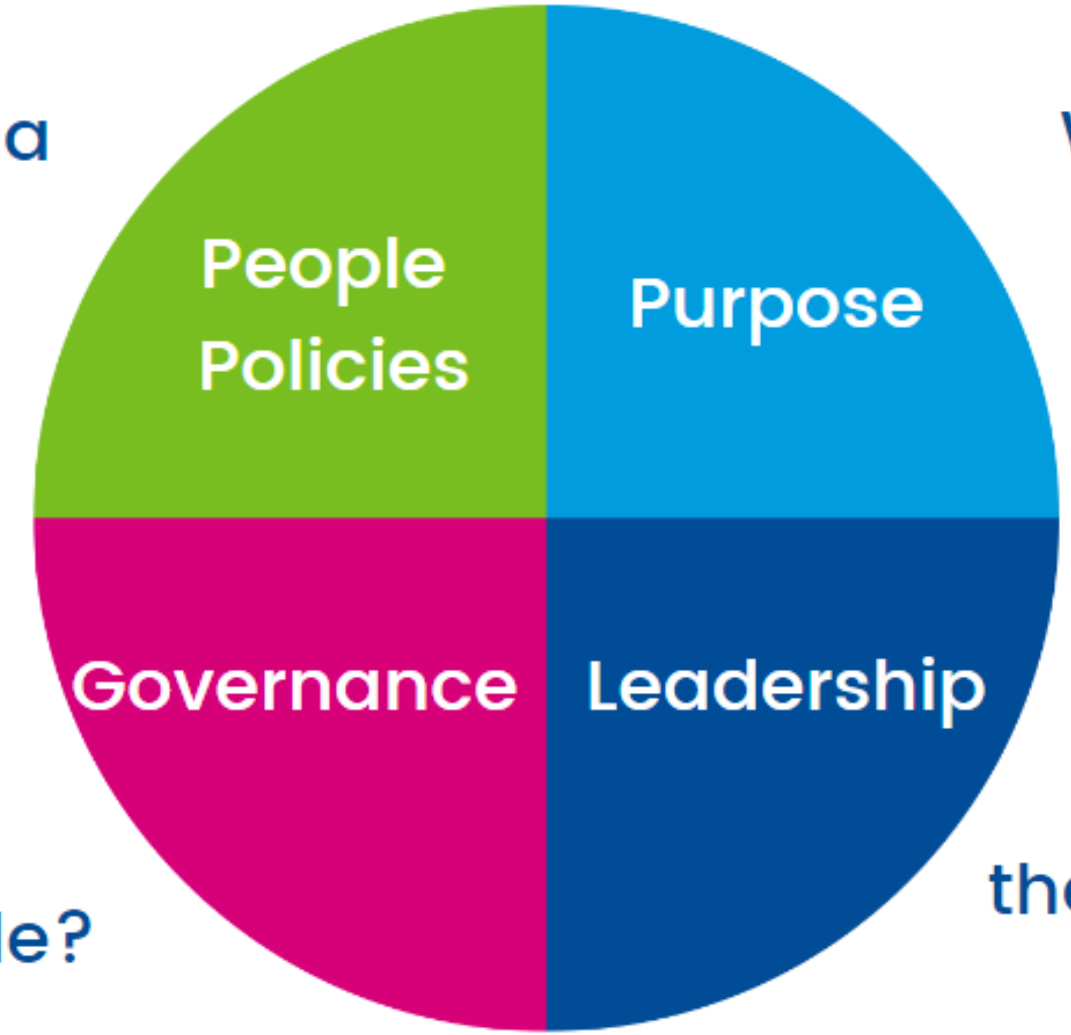
Drivers of Culture

The 'HR' Agenda

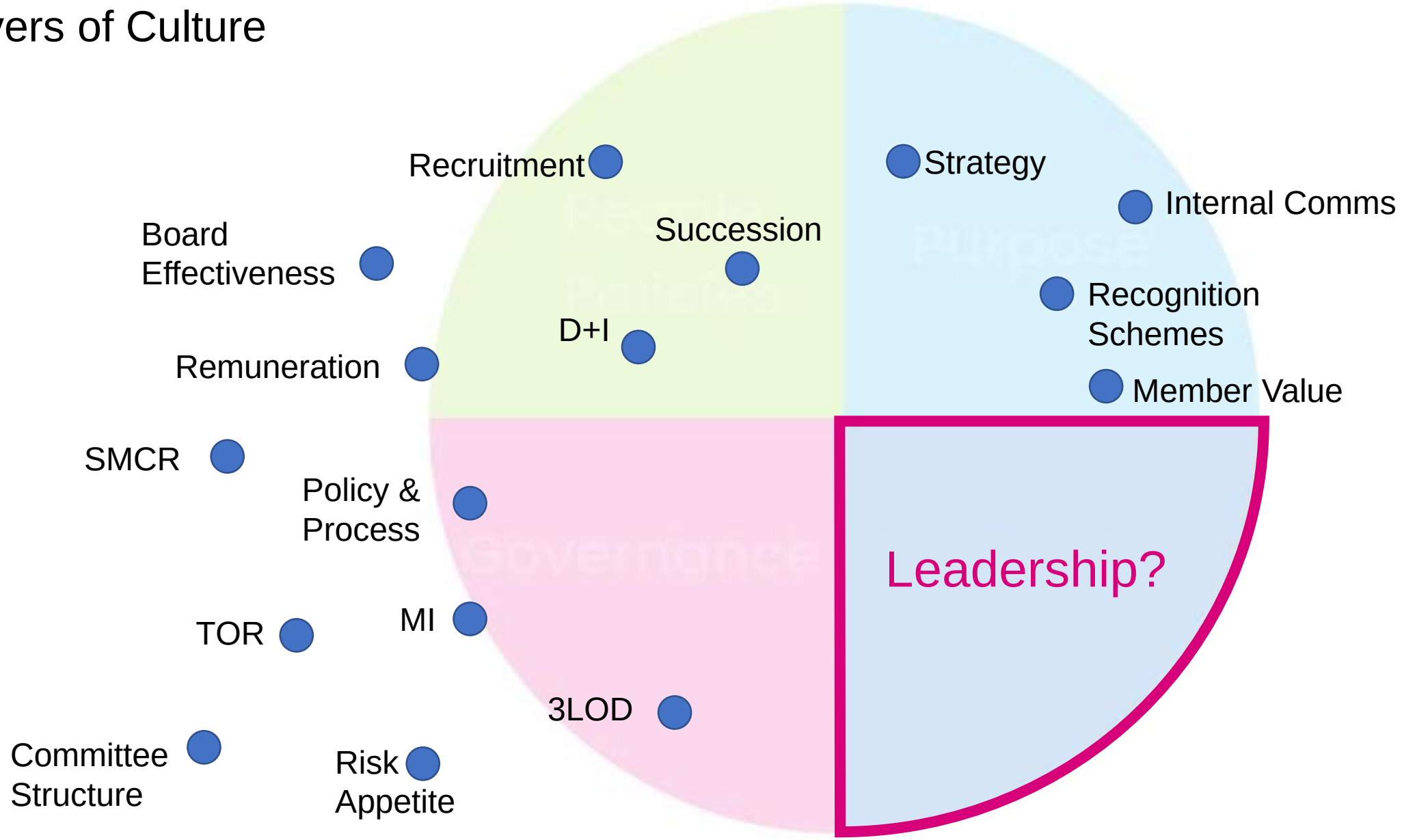
What's our 'why'?



How are our decisions made?

The tone from the top - what are our narratives?

Drivers of Culture



Our Problem Statement…

What does good Leadership look like for the Society?

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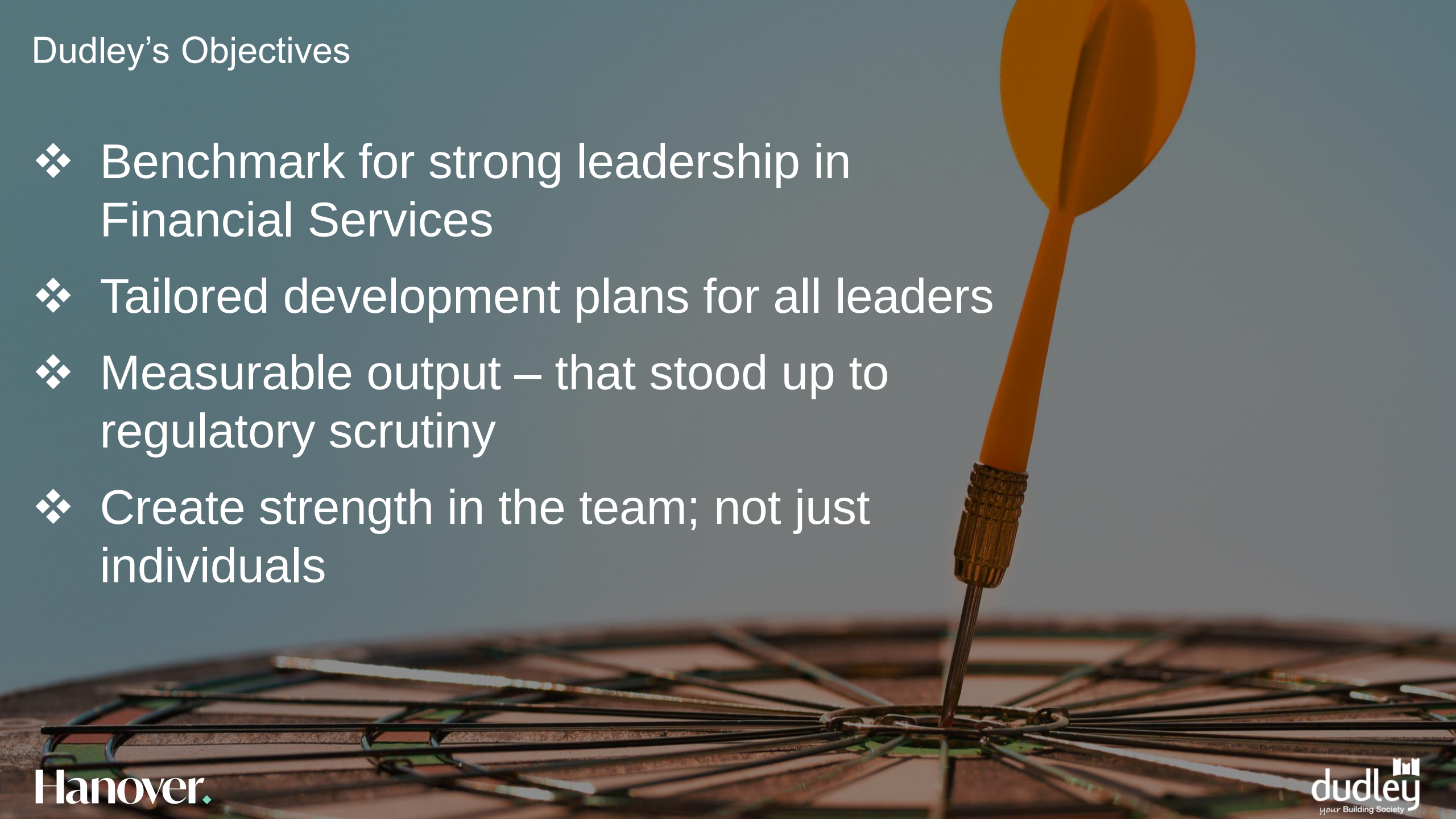
Dudley's Objectives

- Benchmark for strong leadership in Financial Services
- Tailored development plans for all leaders
- Measurable output – that stood up to regulatory scrutiny
- Create strength in the team; not just individuals



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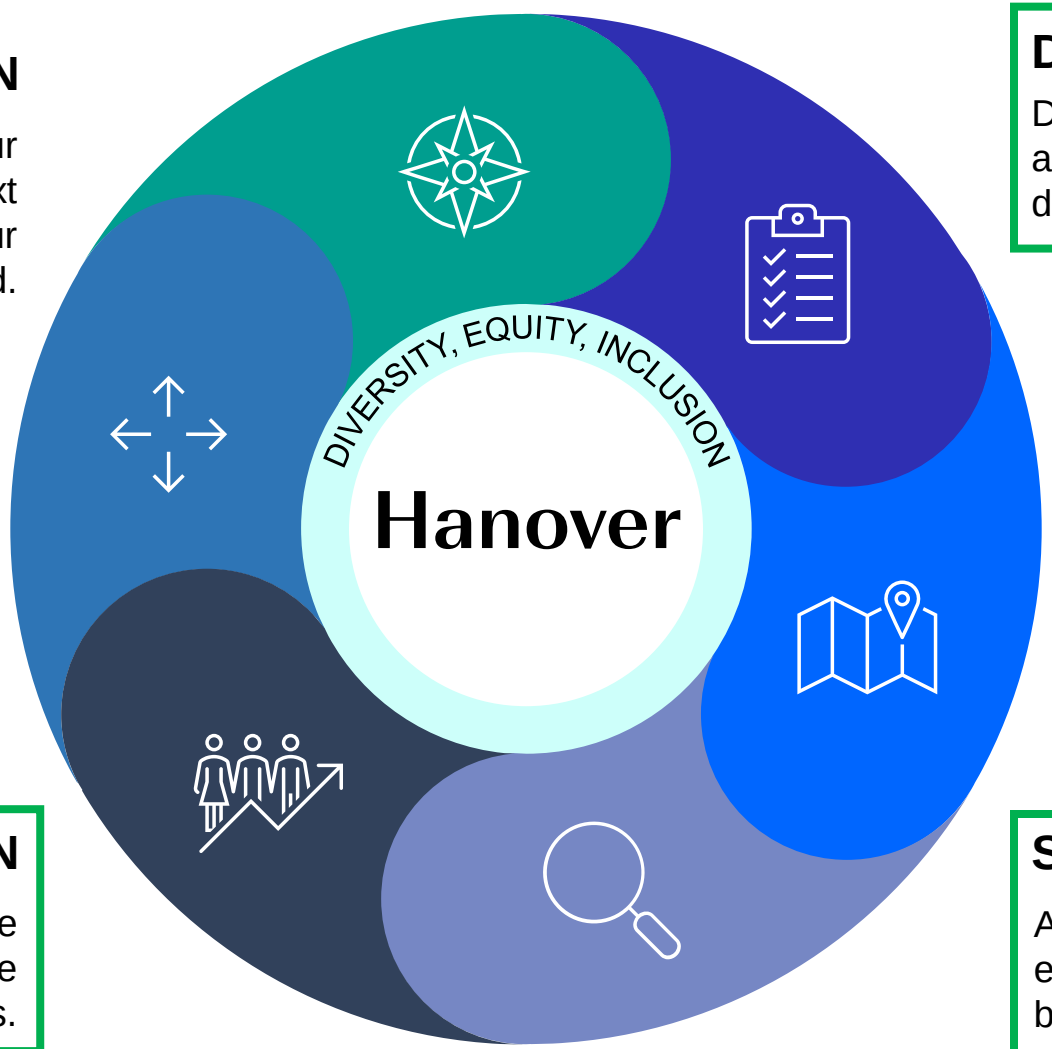
Hanover's Talent Solutions

TRANSITION

Support talent leaving your organisation to find their next role whilst strengthening your employer brand.

DEFINE

Decode and capture the leadership and talent capabilities you need to deliver your strategy.



DEPLOY

Move the right people into the right roles at the right time to optimise individual and business performance.

FIND & ATTRACT

Understand the talent market and identify and source high-performing, diverse talent that will add value to your organisation.

ENGAGE, DEVELOP & RETAIN

Benchmark and improve engagement and increase the performance of leaders and teams.

SELECT

Assess, select and onboard exceptional talent whilst minimising business risks and satisfying regulatory requirements.

Benchmarking & Development Process

1. Understand Context
2. Define Leadership Behaviours
3. Benchmark Leaders
4. Individual Feedback & Coaching
5. Composite Insights

1 2 3 4 5

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Place Members First

Understand Our Context

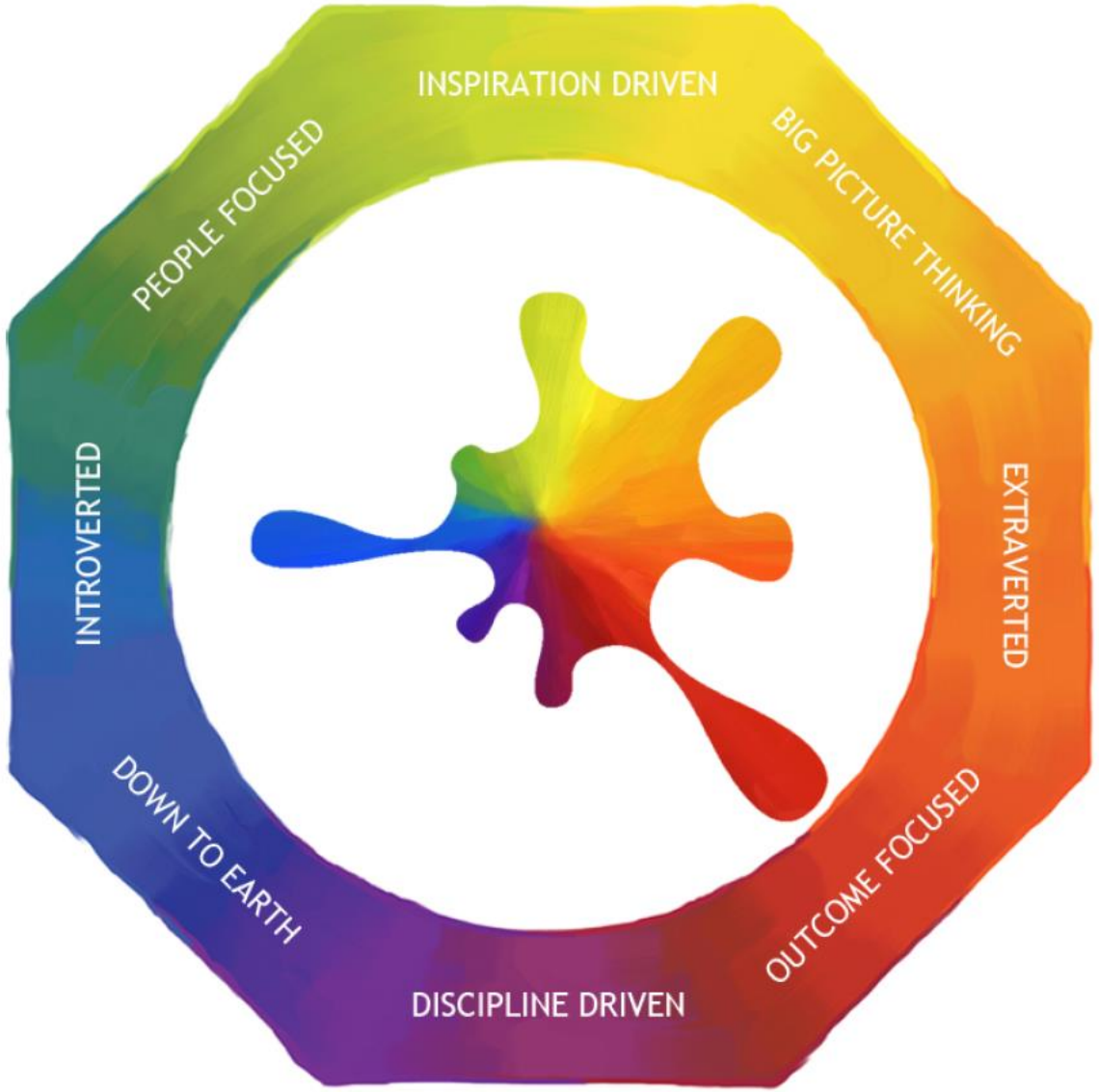
Deliver Results With Accountability

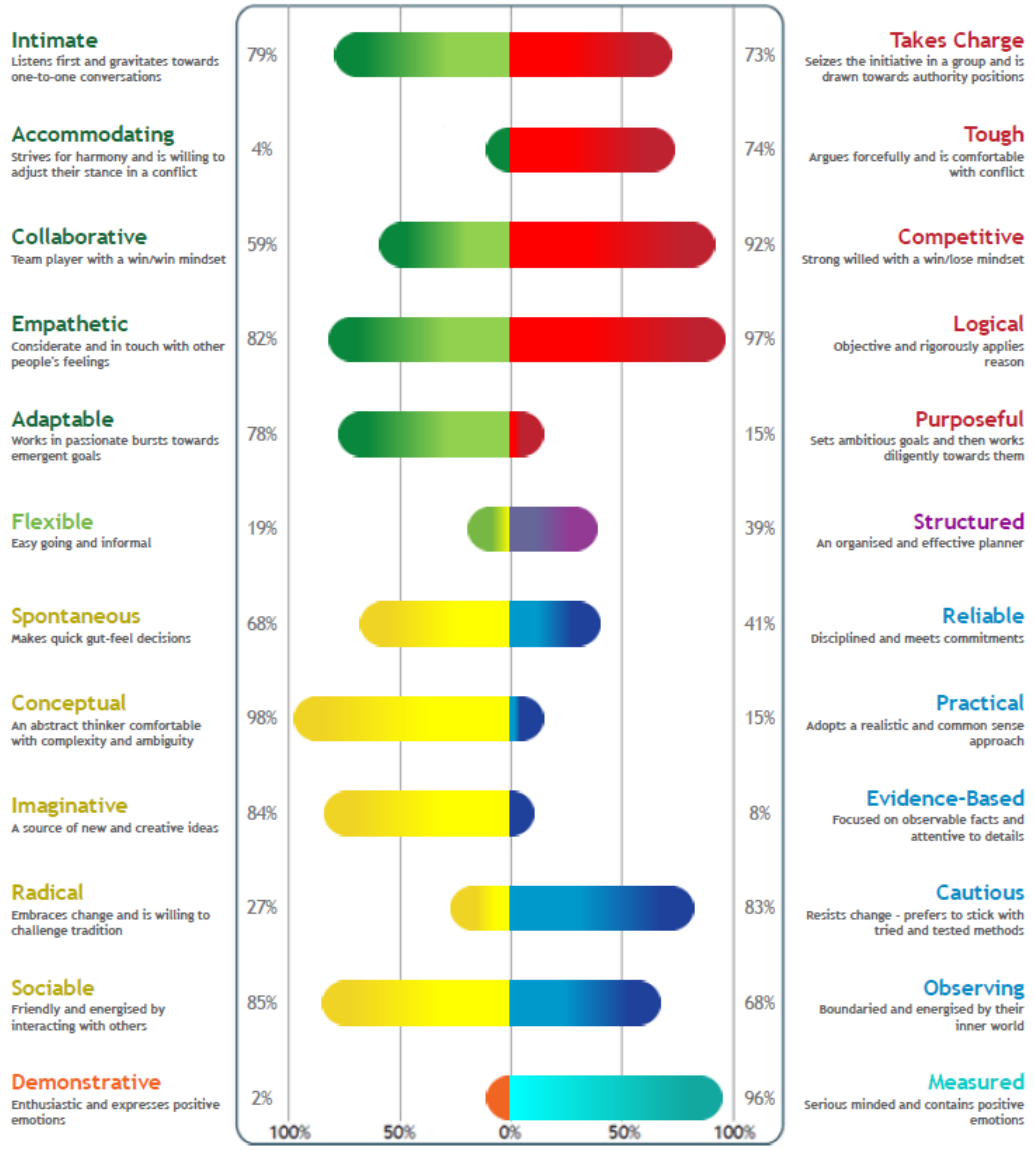
Lead & Collaborate Across the Society

Communicate & Influence With Impact

Understand & Manage Yourself

Build High-performing Teams


INSPIRATION DRIVEN
BIG PICTURE THINKING
EXTRAVERTED
OUTCOME FOCUSED
DISCIPLINE DRIVEN
DOWN TO EARTH
INTROVERTED
PEOPLE FOCUSED


Intimate
Listens first and gravitates towards one-to-one conversations
79%
Accommodating
Strives for harmony and is willing to adjust their stance in a conflict
4%
Collaborative
Team player with a win/win mindset
59%
Empathetic
Considerate and in touch with other people's feelings
82%
Adaptable
Works in passionate bursts towards emergent goals
78%
Flexible
Easy going and informal
19%
Spontaneous
Makes quick gut-feel decisions
68%
Conceptual
An abstract thinker comfortable with complexity and ambiguity
98%
Imaginative
A source of new and creative ideas
84%
Radical
Embraces change and is willing to challenge tradition
27%
Sociable
Friendly and energised by interacting with others
85%
Demonstrative
Enthusiastic and expresses positive emotions
2%
100%
50%
0%
50%
100%
73%
Takes Charge
Seizes the initiative in a group and is drawn towards authority positions
74%
Tough
Argues forcefully and is comfortable with conflict
92%
Competitive
Strong willed with a win/lose mindset
97%
Logical
Objective and rigorously applies reason
15%
Purposeful
Sets ambitious goals and then works diligently towards them
39%
Structured
An organised and effective planner
41%
Reliable
Disciplined and meets commitments
15%
Practical
Adopts a realistic and common sense approach
8%
Evidence-Based
Focused on observable facts and attentive to details
83%
Cautious
Resists change - prefers to stick with tried and tested methods
68%
Observing
Boundaried and energised by their inner world
96%
Measured
Serious minded and contains positive emotions

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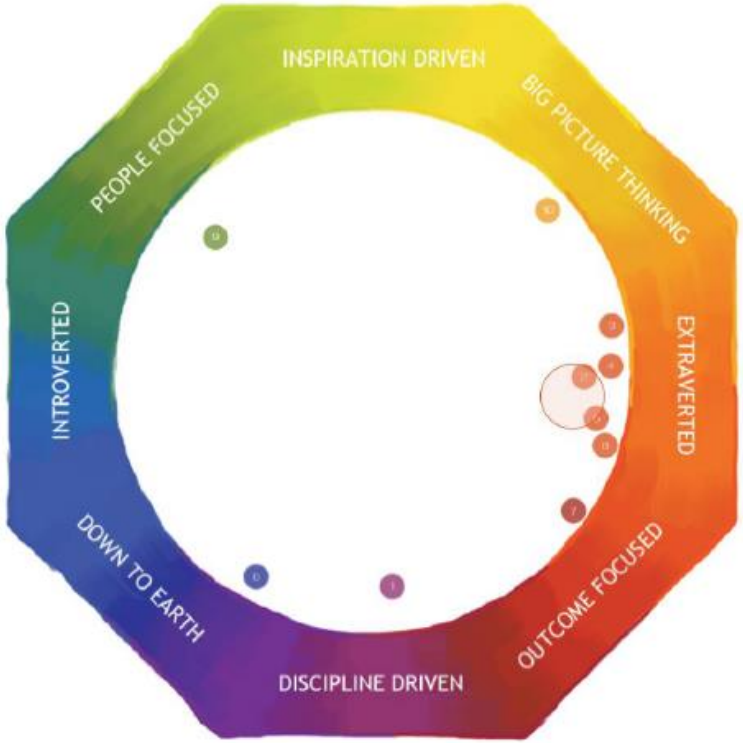
Participant Leadership Data

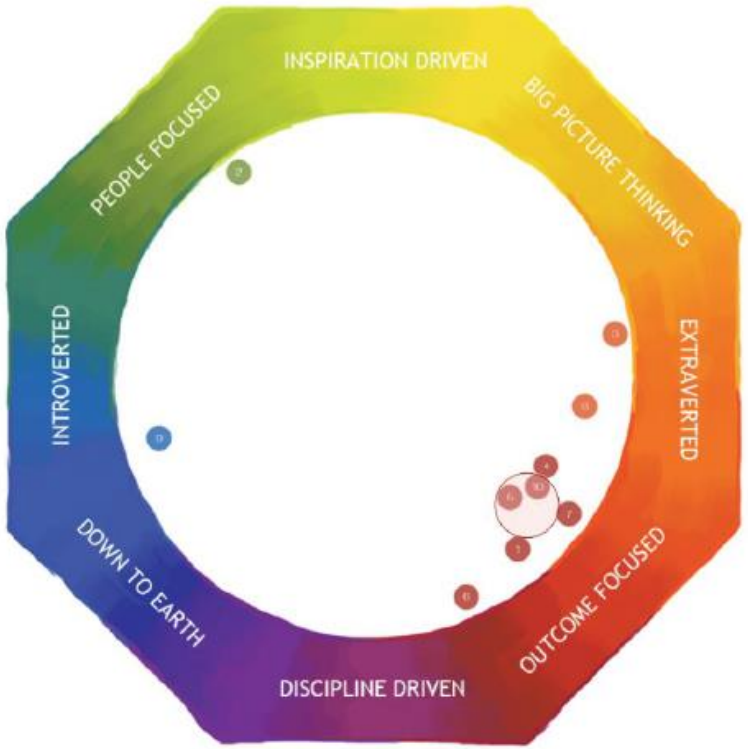
Sample Data

	Deliver Results With Accountability	Partner With Clients	Navigate Complexity & Ambiguity	Lead With Influence & Impact	Collaborate Across the Business	Lead Your Team & Build Capability	Total	Leadership Capability	Leadership Potential
Participant 1	3	4	3	2	3	2	17	Strong	Sound
Participant 2	3	3	2	2	2	3	15	Sound	Sound
Participant 3	3	3	3	2	2	2	15	Sound	Sound
Participant 4	3	3	3	2	2	2	15	Sound	Partial
Participant 5	3	3	3	2	2	1	14	Sound	Sound
Participant 6	3	3	2	2	2	2	14	Sound	Partial
Participant 7	3	3	3	1	1	1	12	Partial	Partial
Participant 8	3	2	2	1	2	2	12	Partial	Partial
Participant 9	3	2	3	1	2	1	12	Partial	Partial
Participant 10	2	2	2	1	2	2	11	Partial	Partial
Average	**2.9**	**2.8**	**2.6**	**1.6**	**2.0**	**1.8**			

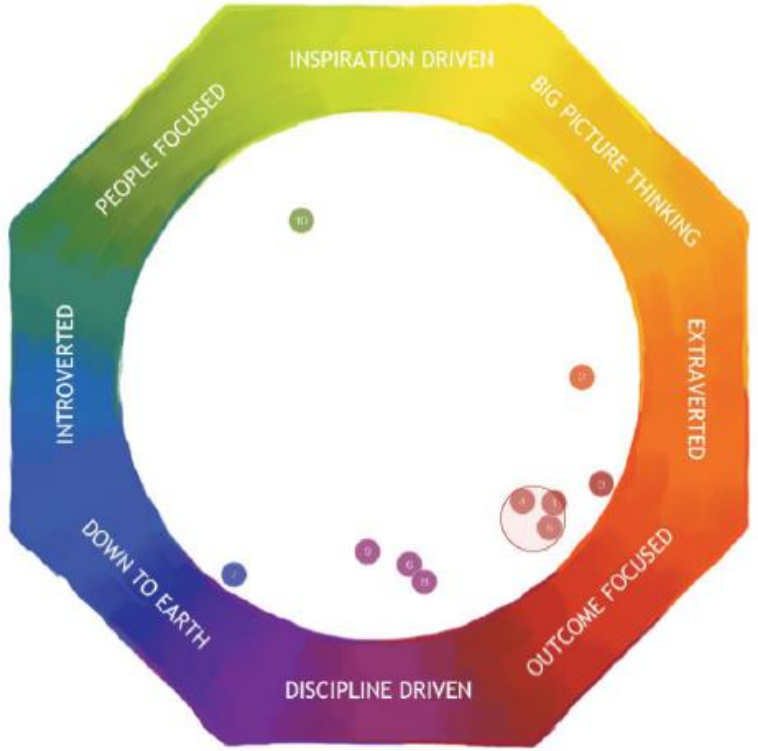
Personality – Comparison of Three Personas



Underlying



Everyday



Overextended

Individual Leadership Development Priorities

	Being coached	Being mentored	Mentoring others	Cross-business/ strategic project	Relationship & network building	Increased leadership accountability	Leadership development	Skills development (e.g. influencing)
Participant 1	■		■	■		■	■	■
Participant 2			■	■				■
Participant 3			■		■		■	■
Participant 4	■						■	■
Participant 5	■	■			■		■	■
Participant 6	■			■			■	■
Participant 7				■	■		■	■
Participant 8	■				■		■	■
Participant 9	■			■	■	■		■
Participant 10				■	■		■	■

Follow-on Work

Board & Executive Team Development & Coaching

Selection Assessments

Update Benchmarks & Continue Development

Our Objectives

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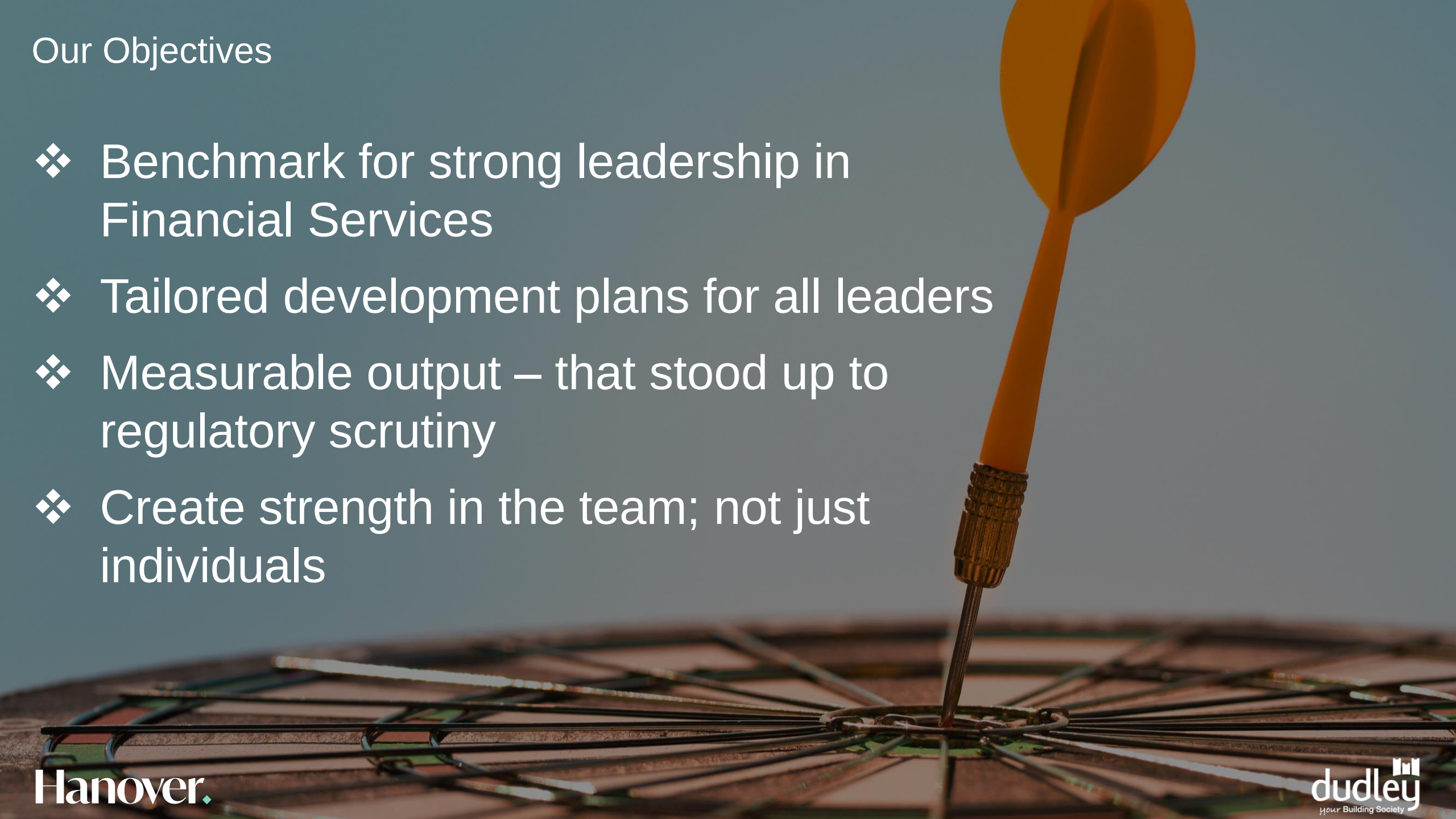

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'classic' HR areas of focus

- L+D
- Recruitment + Selection
- Reward
- D+I
- Leadership
- Org Design
- Engagement

all are driven by a legal framework

drives our

Employee Experience

drives our

Customer Experience

Customer Experience

Employee Experience

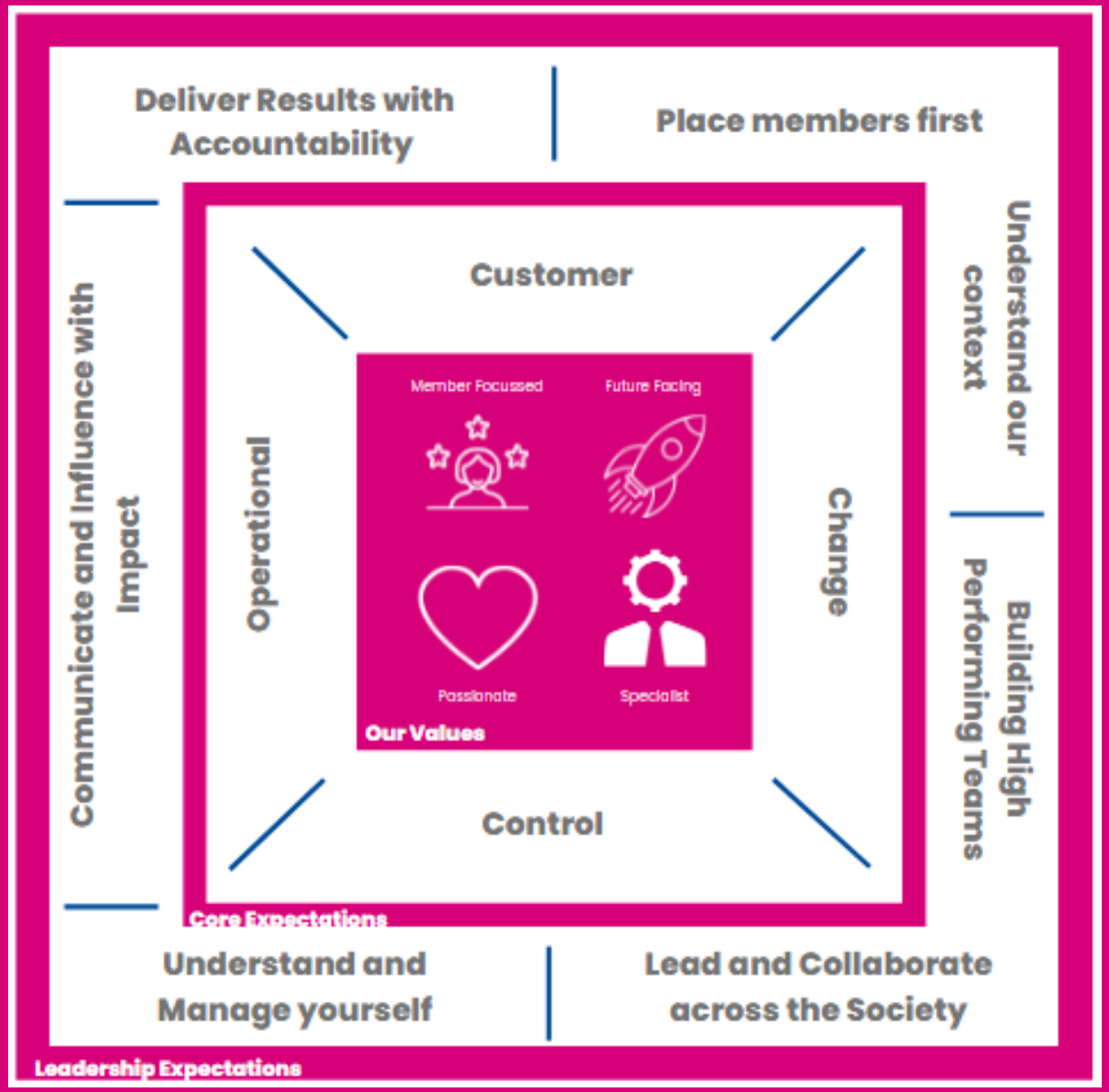
Driven by a human centric framework

'classic' HR areas of focus

- L+D
- Recruitment + Selection
- Reward
- D+I
- Leadership
- Org Design
- Engagement

More Than We Asked For…

- ✓ Revised performance expectations
- ✓ Embedded into role profiles
- ✓ Loss of formal performance appraisals
- ✓ Revised recognition scheme
- ✓ Revised recruitment
- ✓ Human approach to Leadership



What our Members say…

Looking after us

Friendly, community-based society. It maintains its classical building society ethos of looking after its customers. It's never wavered from that aim.

People not PCs

Talking with people who seem to really care makes all the difference. It is the personal touch that matters.

A dream come true

Flexible underwriting has resulted in a mortgage that I couldn't have dreamed of before.

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Thank You