Ridler & Co
developing leaders, delivering results

6th Ridler Report Workshops

'Best Practice in Coaching – the Sponsor's Perspective'

September 2016 'STANDARD CHARTERED'S USE OF REMOTE COACHING'

Sponsored by KDVI



Remote Coaching at Standard Chartered Bank

Samantha King

Global Head of Executive Development

September 2016

Who we are: Standard Chartered Bank





- Over 150 year heritage
- More than 1200 branches
- Presence in 71 markets
- More than 80,000 employees
- Primary listings in London, Hong Kong and Mumbai
- Around 90% of income from Asia, Africa and Middle East
- Market cap[1]: ~US$21bn

1) Oct 2016

Driving value for our shareholders

Standard Chartered

Standard Chartered

Our Ambition

The world's best international bank

Our Strategy

We bank the people and companies driving investment, trade and the creation of wealth across Asia, Africa and the Middle East

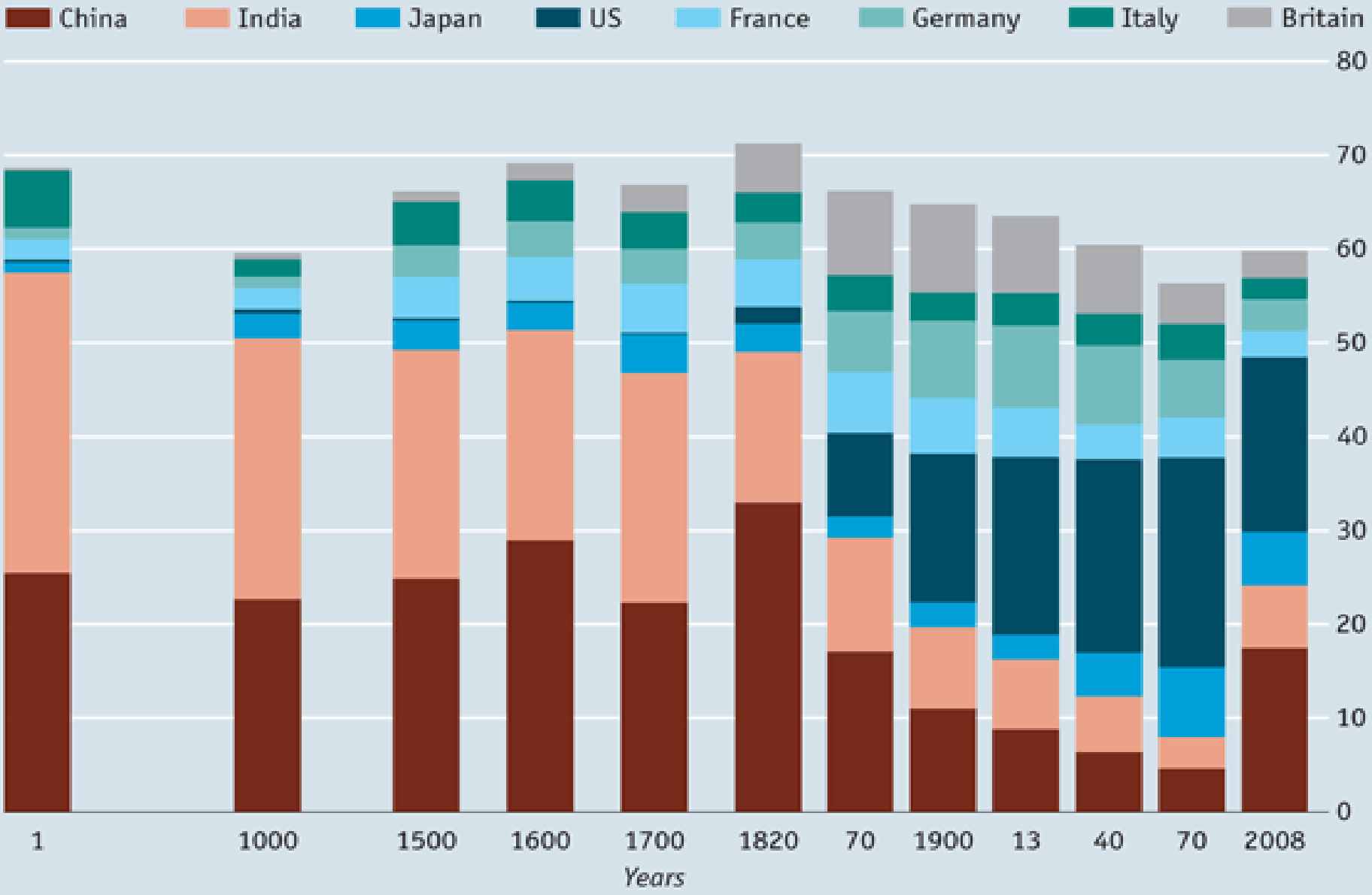
Our Brand Promise

Here for good

Our Aspirations	**Relationships** Build trusted relationships with the people, companies and institutions shaping our markets' future	**Investment** Play a leading role in facilitating investment and deepening financial markets	**Trade** Become the undisputed leader in commercial payments and financing for and in Asia, Africa and the Middle East	**Wealth** Be recognised as a leader in growing and protecting our clients' wealth	**Relevant Scale** Establish sufficient scale, balance sheet and franchise strength to be relevant and influential in our key markets
Our Values	**Courageous** We take measured risks and stand up for what is right	**Responsive** We deliver relevant, timely solutions for clients and customers	**International** We value diversity and collaborate across the network	**Creative** We innovate and adapt, continuously improving the way we work	**Trustworthy** We are reliable, open and honest
Our Commitments	**Colleagues** A great place to work, enabling individuals to grow and teams to win	**Society** A force for good, promoting sustainable economic and social development	**Investors** A distinctive investment, delivering consistently superior performance via disciplined growth	**Regulators** A responsible partner with exemplary governance and ethics	

A history of world GDP

Percentage of total, 1990 $ at PPP*



Sources: Angus Maddison, University of Groningen; *The Economist*

*Purchasing-power parity

KEEP YOUR THOUGHTS POSITIVE
BECAUSE YOUR THOUGHTS BECOME
YOUR WORDS.

KEEP YOUR WORDS POSITIVE
BECAUSE YOUR WORDS BECOME
YOUR BEHAVIOR.

KEEP YOUR BEHAVIOR POSITIVE
BECAUSE YOUR BEHAVIOR BECOMES
YOUR HABITS.

KEEP YOUR HABITS POSITIVE
BECAUSE YOUR HABITS BECOME
YOUR VALUES.

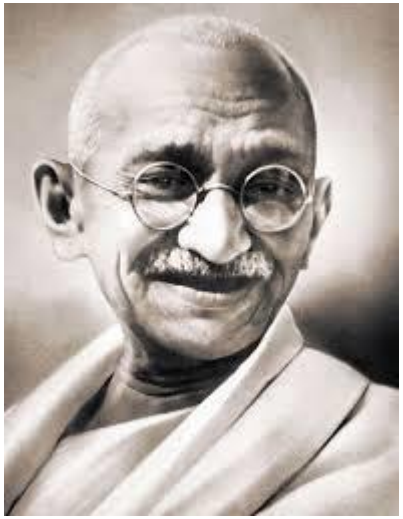
KEEP YOUR VALUES POSITIVE
BECAUSE YOUR VALUES BECOME
YOUR DESTINY.

~ MAHATMA GANDHI

Standard Chartered

We have a long history of coaching in many forms..

(internal, high potential, strengths, group, remote)



Key facts…the world is changing

The SCB Challenge!
- 50% are below age of 30
- Often >20% attrition
- 2/3 have less than 3 years service

WORLD
- More than half the world is under 25
- More than half the world is bilingual

Nigeria
By 2055 Nigeria will be the world's 3rd most populous country

CHINA GEN Y
- China 2015: one-third will be over 50
- 98% Gen Y say family is most important

Women - the new emerging market
50% of the self-made billionaire women on the Forbes magazine list are Chinese

INDIA
- Overtakes China in population by 2025 in world's largest country – 1.44bn
- Half population is under 24 – youngest workforce ever

The World's Largest Opportunity
A growth forecast (in trillions)



GEN Y SELECTIVELY MOBILE:
- 53% willing to work in less developed country but..
- Only 11% willing to work in India
- Only 2% willing to work in mainland China

Integrated Leadership Journeys

Linked to our "Here for good" Brand Purpose

Standard Chartered

TOP LEVEL COMMITMENT

Collective Dialogue



Personal Journey



Adaptive Leadership

Hiring
- Assessment
- Culture & Values fit

HIPO ACCELERATOR PROGRAMMES

On-boarding
- Global programme
- 100 day plan
- Compulsory e-Learning

TRANSITION & SUCCESSION

Performance Assessment
- Business goals
- Values goals

ORGANISATIONAL CHANGE

Performance Support
- Leadership facilitator to work with leader & team
- Strengths & Risks based coaching

Development
- Involvement at core programmes
- Sharing own journey
- Peer coaching





know me | focus me | care about me | inspire me

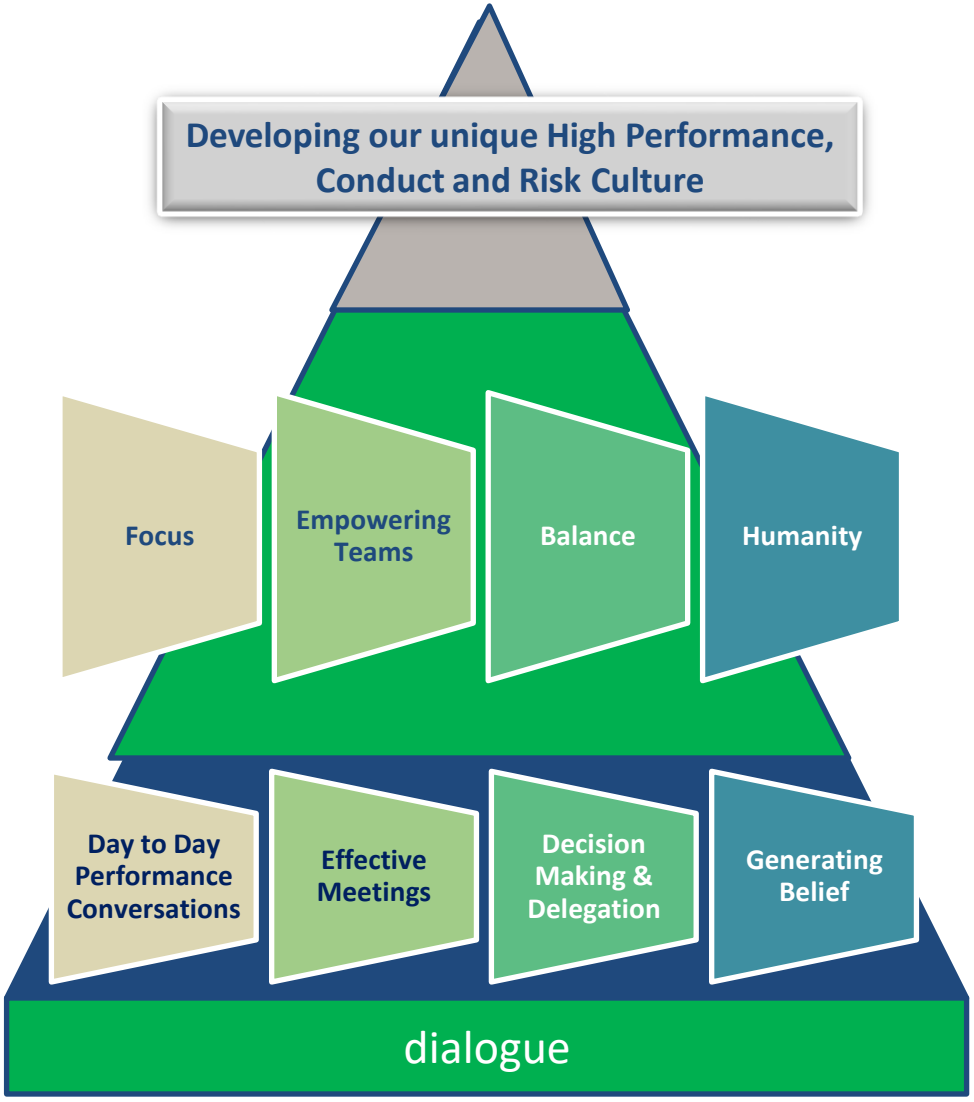
Why?
The Leadership Framework – Building Blocks

Standard Chartered

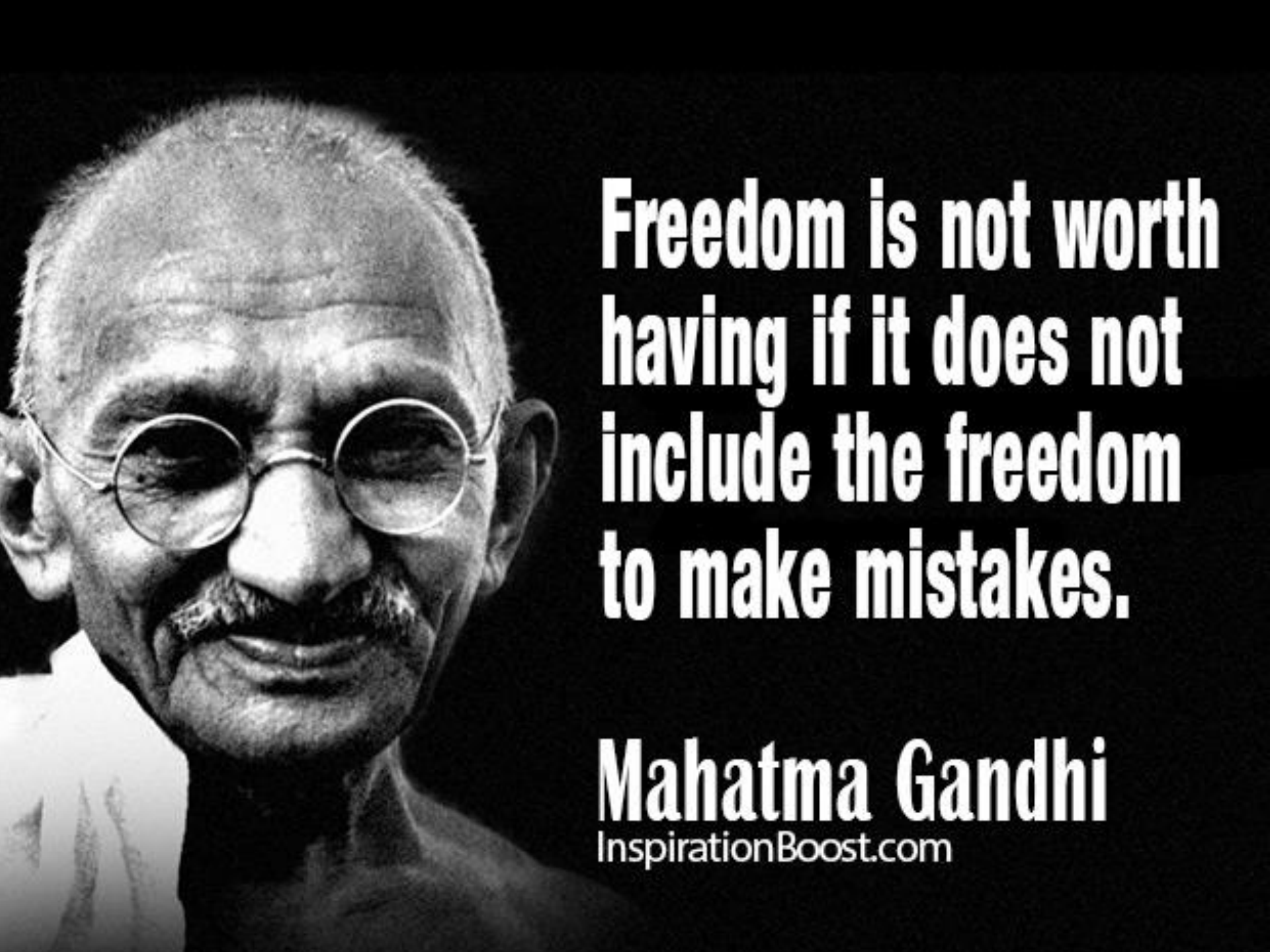
Culture

Leadership Brand

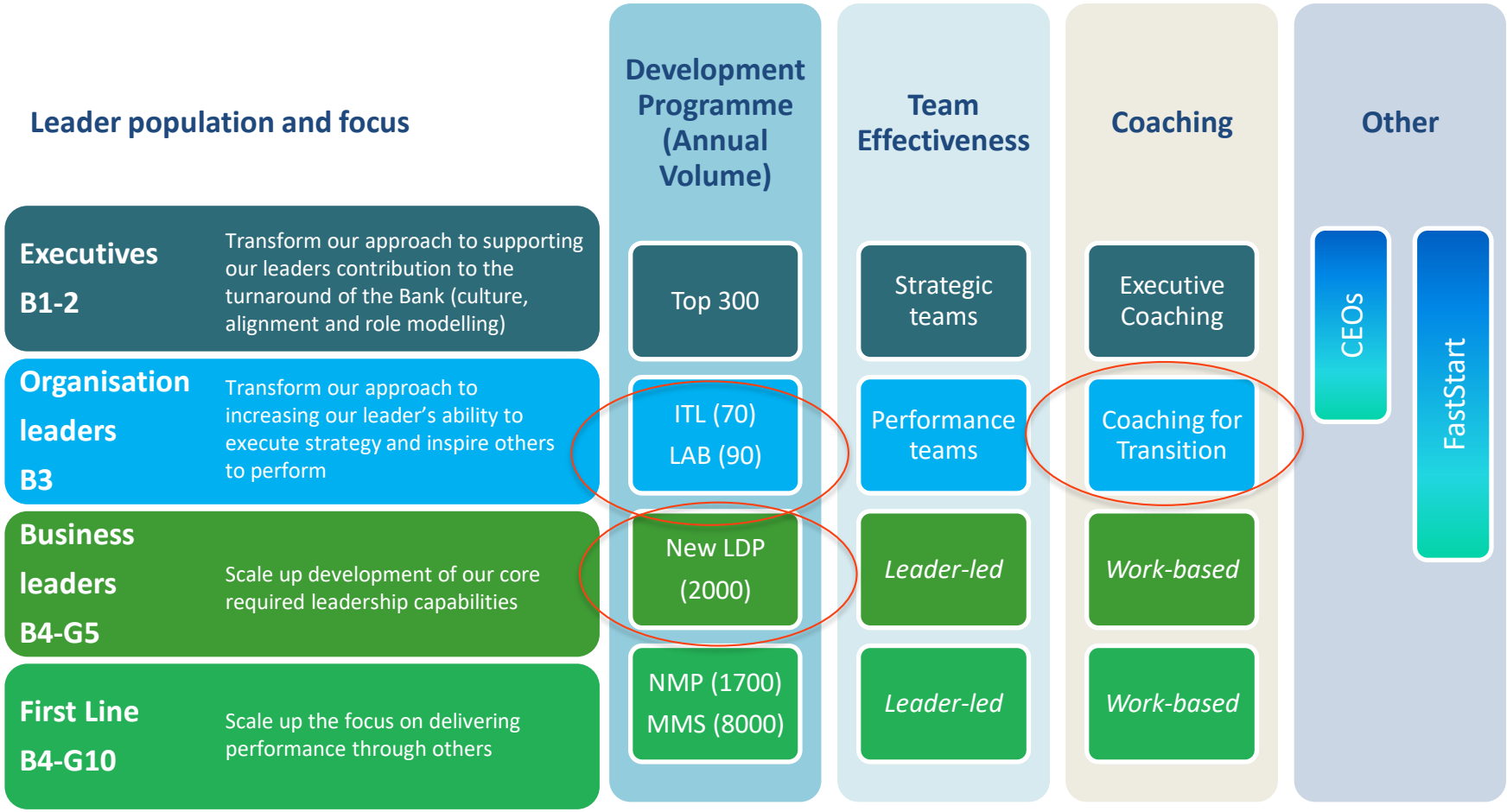
Critical Leadership Skills (2016)



Underlying Beliefs & Mindsets


Freedom is not worth having if it does not include the freedom to make mistakes.
Mahatma Gandhi
InspirationBoost.com

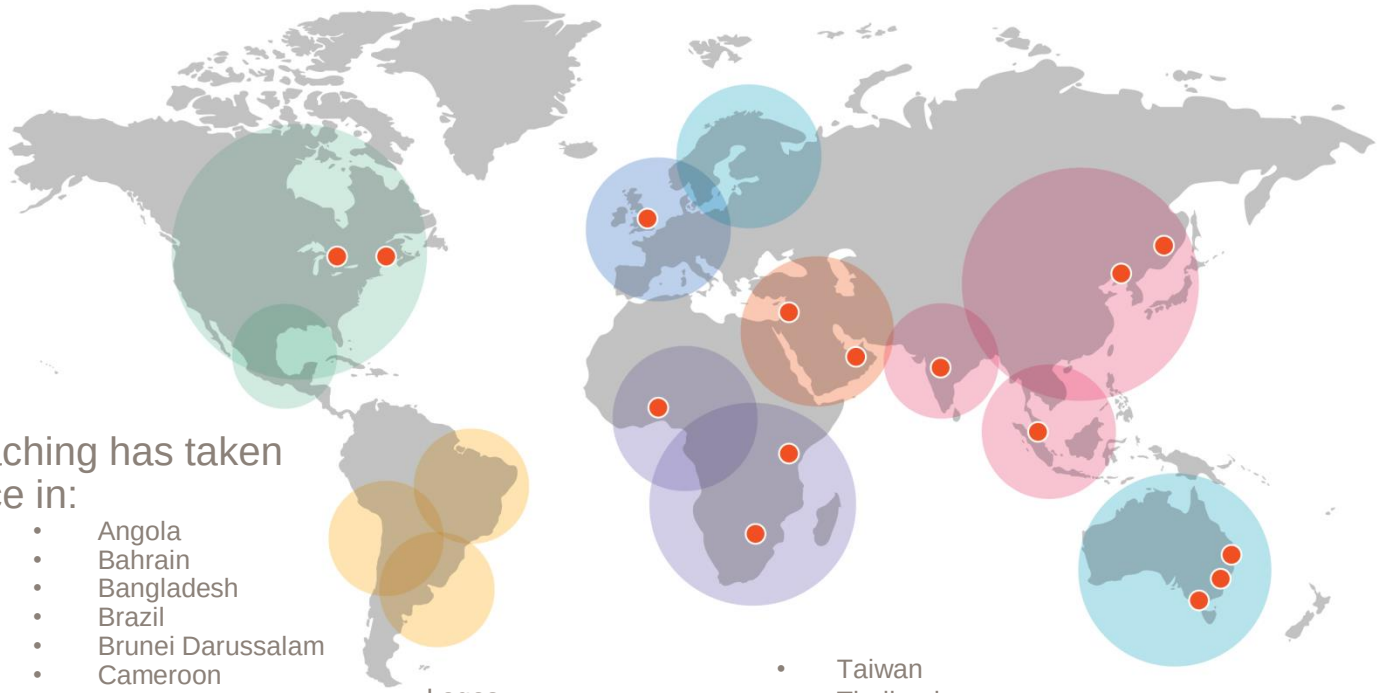
How?
OUR ARCHITECTURE: Leadership & Team Effectiveness
Enabling leaders & teams to accelerate and sustain performance



Where?

Remote Coaching Overview – Global Faculty

Meeting the global coaching need flexibly – location of participants
Cross-Cultural experience is vital



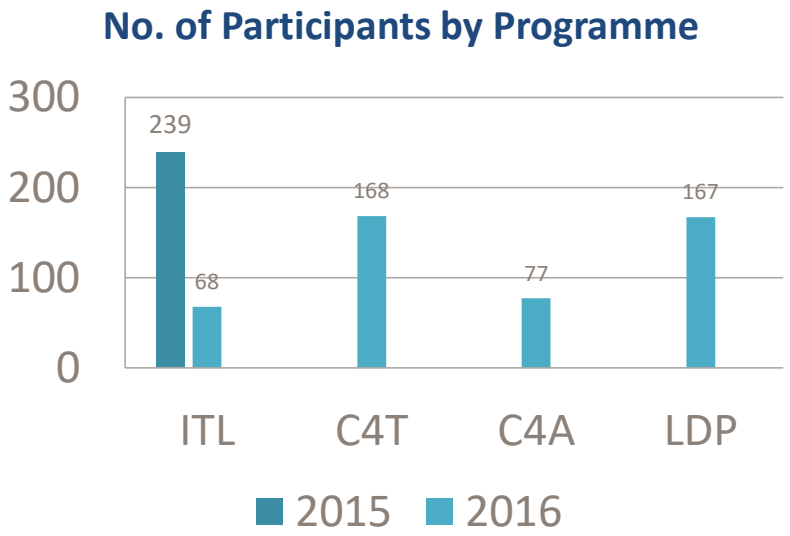
UNITED KINGDOM
UNITED STATES
CANADA
U.A.E.
ISRAEL
SOUTH AFRICA
NIGERIA
KENYA
INDIA
SINGAPORE
HONG KONG
CHINA
AUSTRALIA

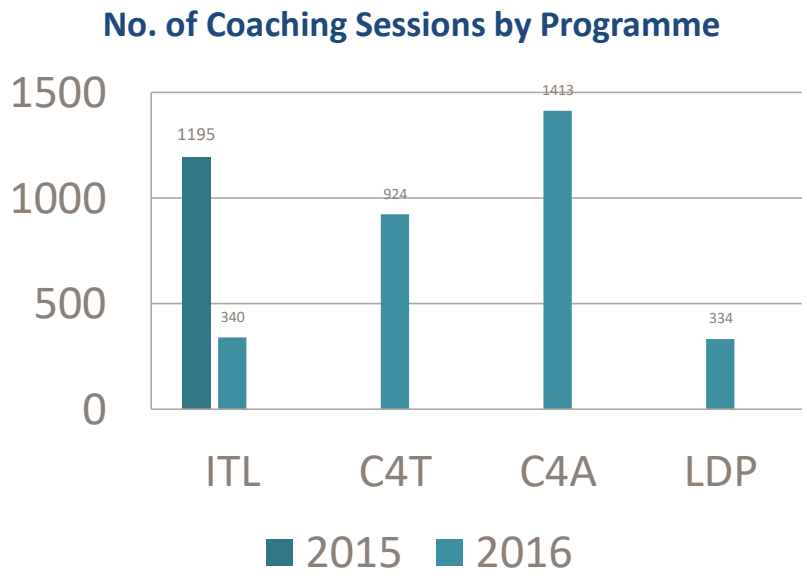
Coaching has taken place in:

- Angola
- Bahrain
- Bangladesh
- Brazil
- Brunei Darussalam
- Cameroon
- China
- Cote D'Ivoire
- Ghana
- Hong Kong
- India
- Indonesia
- Ireland
- Japan
- Kenya
- Korea
- Lagos
- Malaysia
- Nigeria
- Pakistan
- Philippines
- Singapore
- South Africa
- Sri Lanka
- Taiwan
- Thailand
- Gambia
- Uganda
- United Arab Emirates
- United Kingdom
- United States of America
- Vietnam
- Zambia

How Many?
Participant Reach

- Over last 5 years, we have now run remote coaching for over 2000 employees – about 10,000 hours but now with a different range of programmes
- We have now extended across several programmes – as integrated part of our learning architecture





Impact Through Leadership (ITL)
Coaching Journey (up to 450 pa)

- INSEAD Supporting Business School Programme
- Focused on *Leadership Purpose, Strategy and Communication, Leading through Change* and *Conduct.*

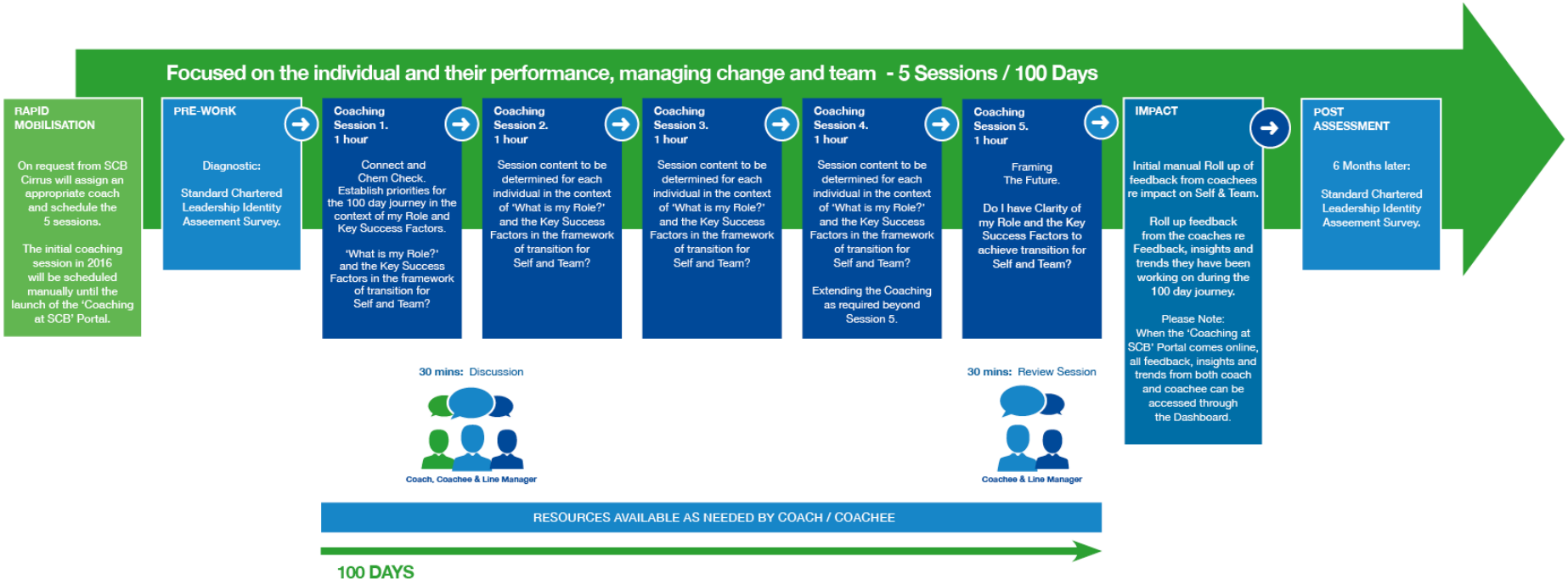
Connected Coaching Overview



- Highly innovative connected coaching 100-day journey
- Significant and measurable impact at individual, team and organisational levels.
- The flexibility - facilitate rapid 'real time' learning close to key events, such as an imminent meeting or unfolding situations.
- Enables high volume, high quality coaching practices to cross cultural leadership many local cultures across the 71 countries

Coaching for Transition/Acceleration (C4T)

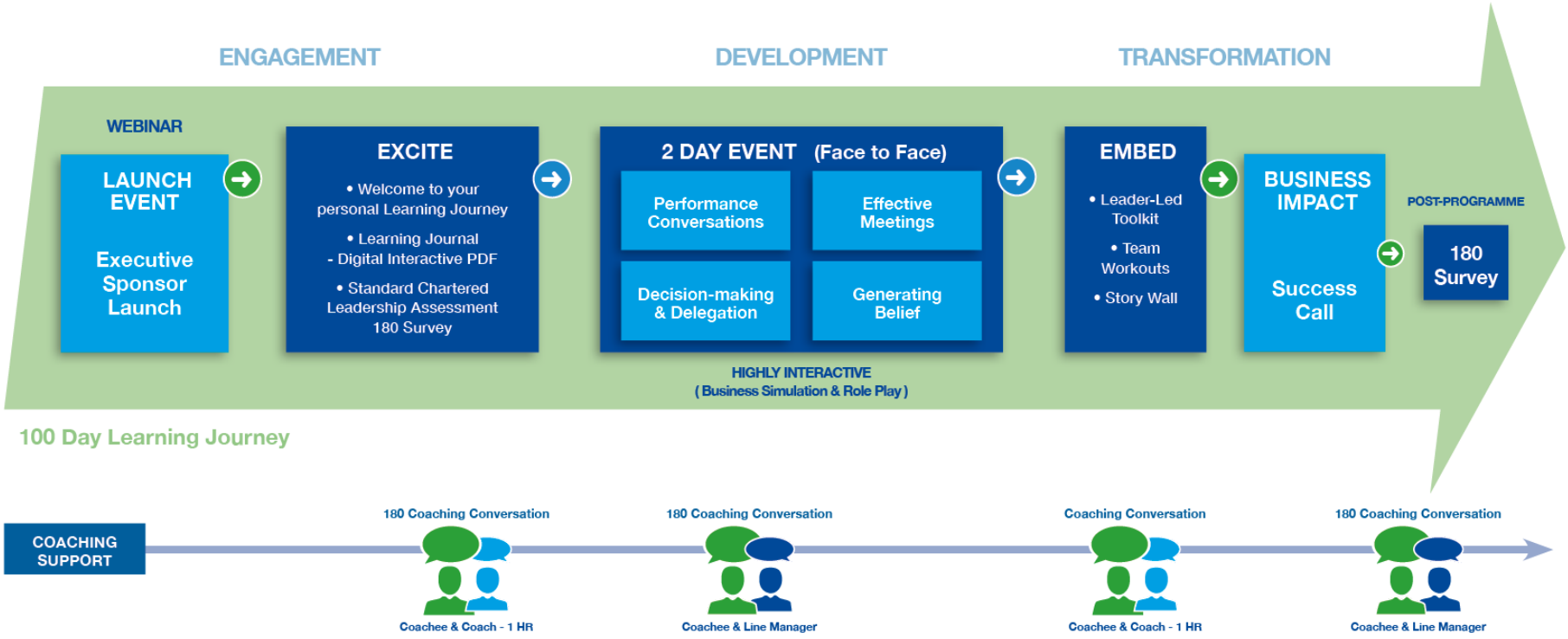
100 Day Journey (up to 400 pa)



- A scalable solution which can be adapted and rolled out
- Closely aligned with organisational purpose, values and goals
- Maximises systemic change
- Slick admin/interfaces essential

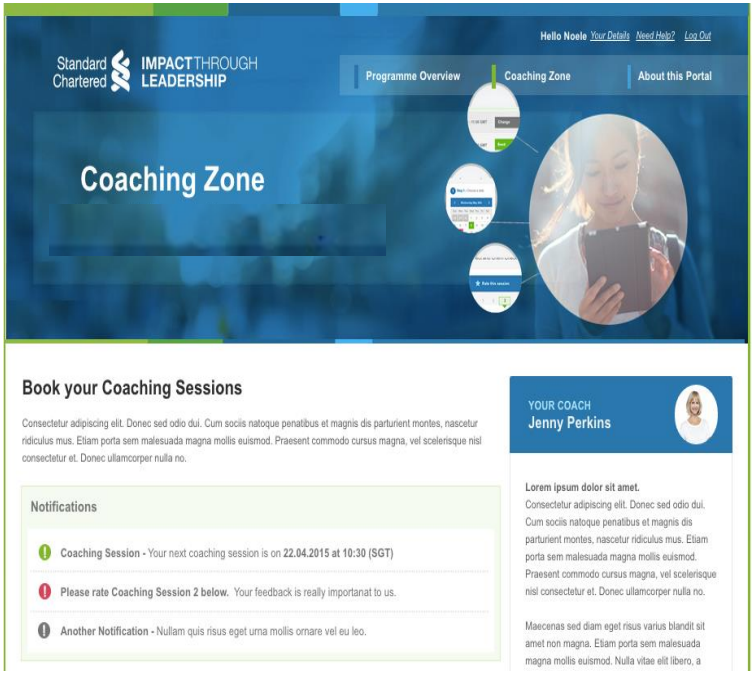
NEW! Leaders Drive Performance (LDP)

100 Day Journey – (up to 5000 people)

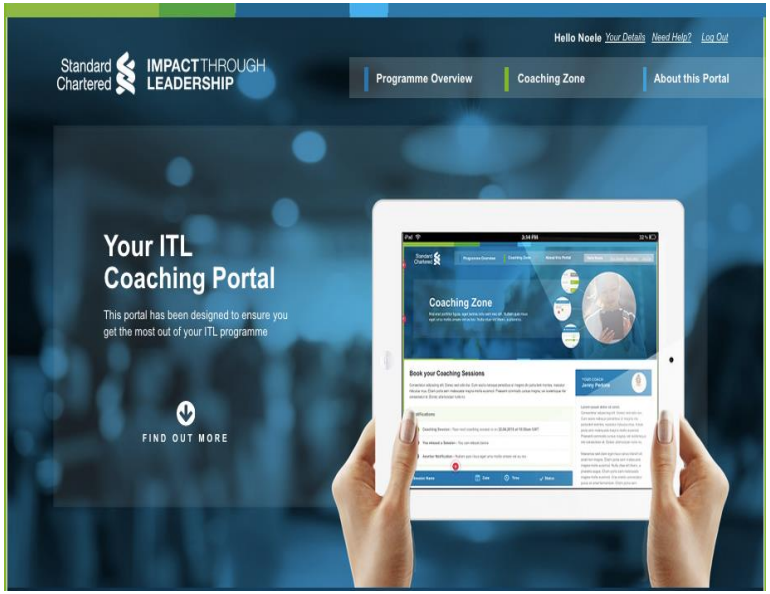


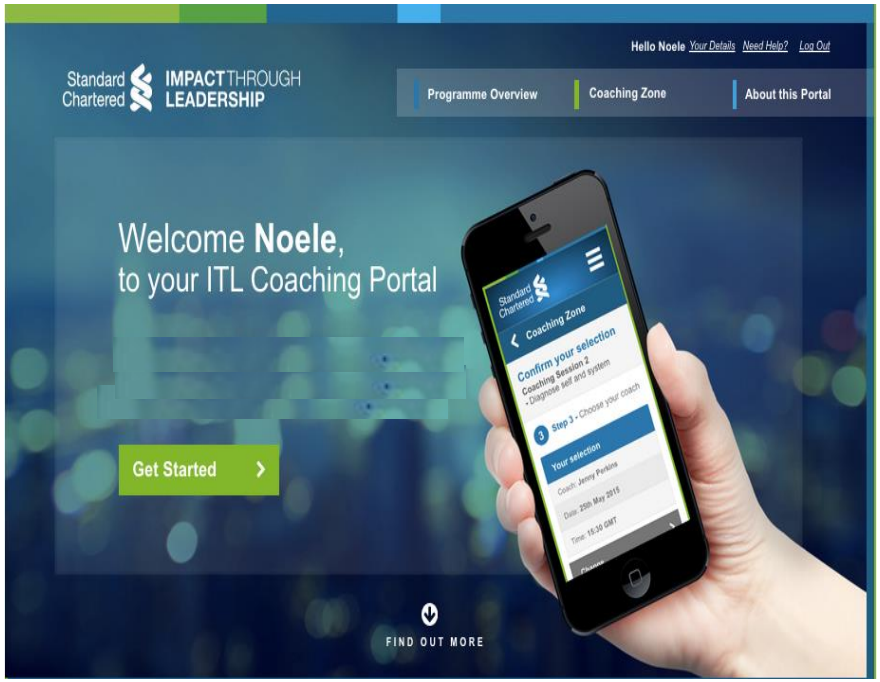
- Brand new intervention – strong business simulation
- Looking at mass impact of new behaviours
- A very large scale – only 2 sessions with coach but at the heart of the organisation

Connecting Globally

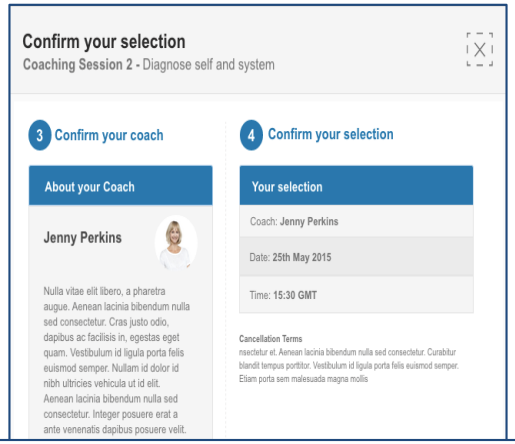


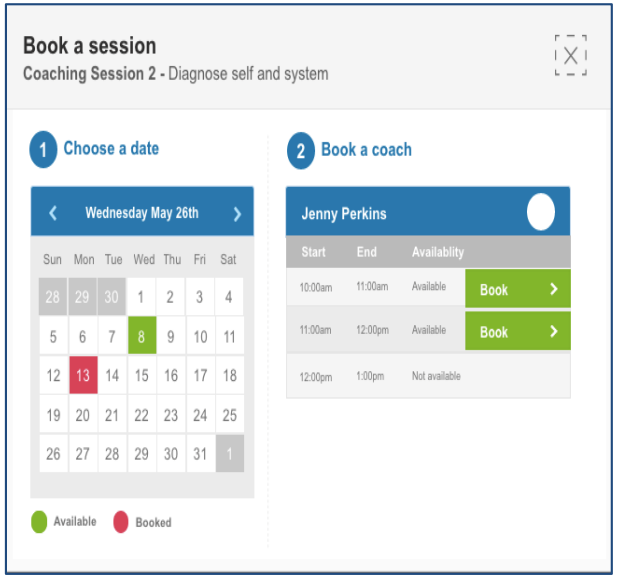
Standard Chartered



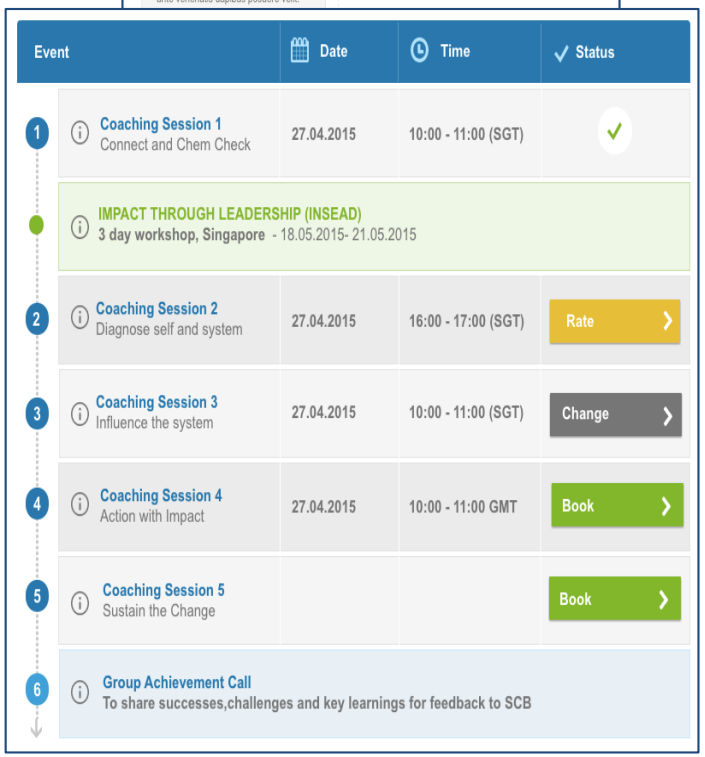


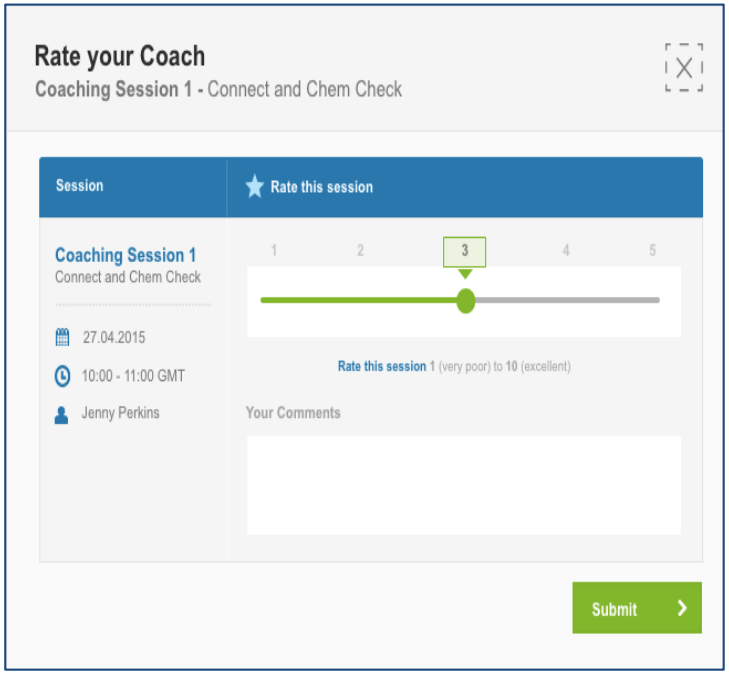
Slick Access & Booking





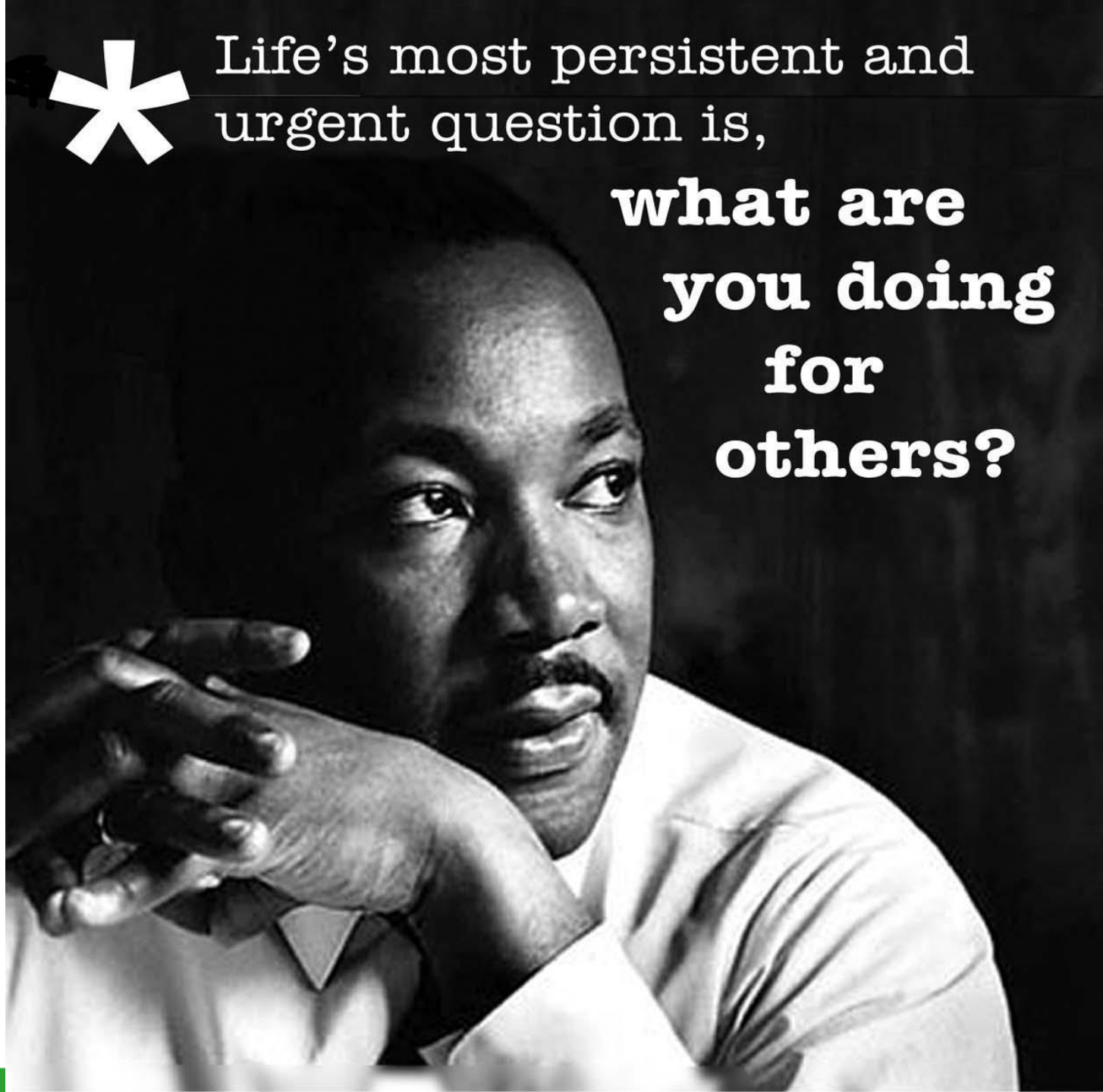
Standard Chartered



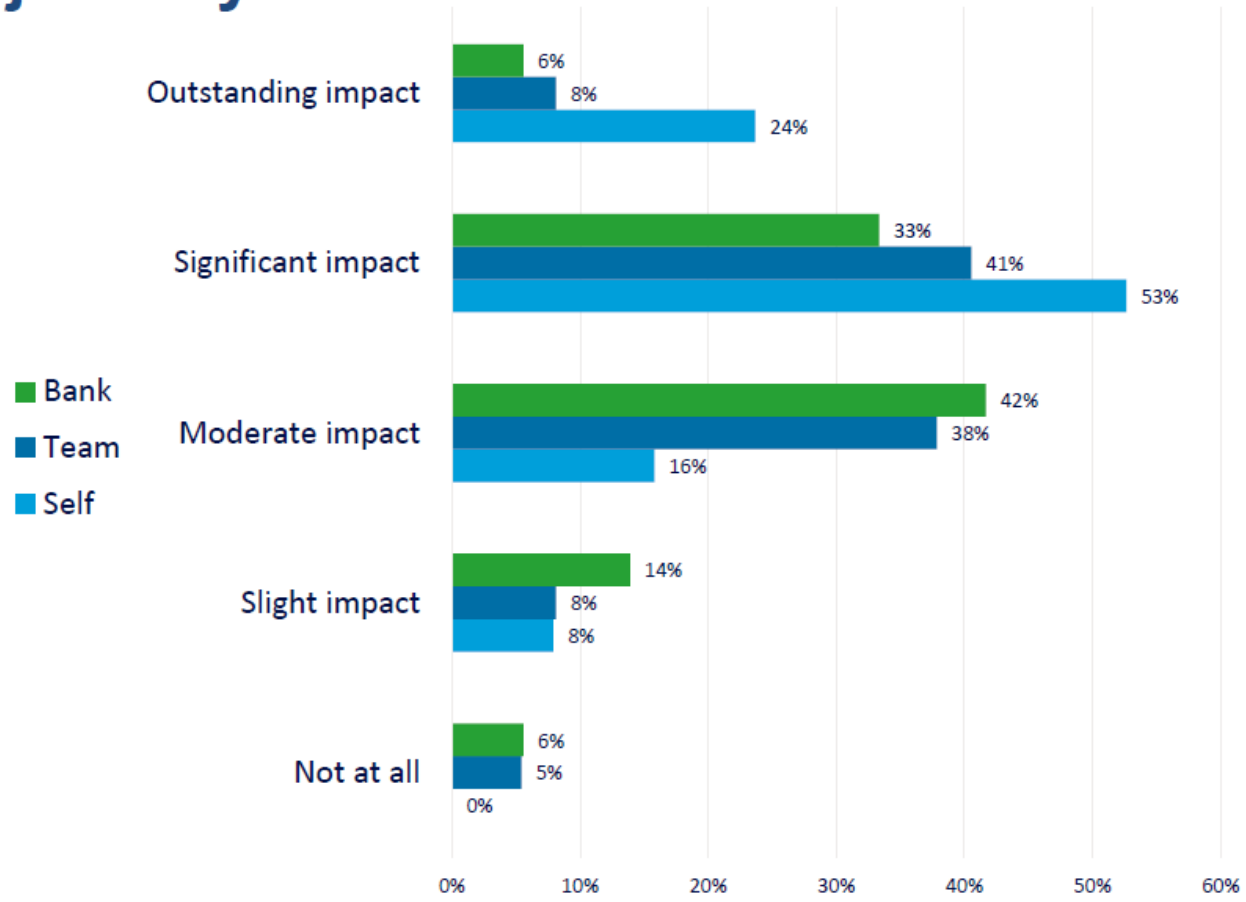


cirrus

Martin Luther King



Q3: What impact have you been able to make as a result of the connected coaching journey?



"My Coach has provided major insights into management challenges that have increased since my transition began.

Having him available to discuss and analyse these challenges has had a major impact on how I'm managing things"

Evidence of Impact?



Evidence of Impact?

Quotes from our leaders on remote coaching

'*Coaching sessions create a comfort zone for participants to freely express their thoughts, developing a growth mindset for manager and for team.*'

Ernie Yang
Head, Wealth Markets Products & Sales, Taiwan

'*This was the first time I ever had coaching in my career, and at first I was not sure what to expect. My coach was very quick in establishing a good rapport and in gaining my confidence, which I believe is important*'

Carlos de Luzuriaga,
MD Financial Markets, Singapore

'The organisation of coaching sessions for me was fantastic and in all sessions my coach was available. We used the coaching time efficiently'

Rutaisire Adalbert
Chief Information Officer, Ghana

My coach helped me to expand my thought patterns on some issues I was grappling with prior to my sessions with him. He asked probing questions and subtly led me to consider other angles I probably would never have considered. He helped me to expand my capacity for lateral thinking and I am constantly using that approach now, not only in my professional life but also my private one.'

Diran Olojo
Regional Head, Brand and Marketing, Nigeria & West Africa

Summary - Coaching for Change

IMPACT OF PROGRAMMES

- Coaching as a programmatic intervention went way beyond traditional, individually-focused coaching to create a shift in behaviour across the senior leadership population
- Moves organisational agenda to create sustainable cultural change.
- 98% found the coaching programme valuable in embedding the learning from the overall leadership programme.
- Coaching is often valued highest in our programmes
- The ability to capture emerging trends and insights provided valuable information for the organisation to build on
- A true partnership between Standard Chartered and Cirrus based on deep understanding.

LEARNINGS

- You can't outsource learning.
- High effort of selection initially or provider – we validated by interview/observations
- Accreditation is no guarantee!
- Work closely with provider to maximise uptake & arising issues
- High assessment and commitment by line: three ways at both ends
- It takes effort to get the gap between line/coachee and coach aligned
- Use diagnostics like Hogan & 360 really help – to get a focus on if coaching is the answer!
- VITAL to be part of a change programme - coaching as an integrated intervention – launch in batches with collective ownership and business sponsorship
- Create open public expectations of change

REMOTE Coaching

LEARNINGS

- Strong benefits when met in person first – for first session – we still prefer this!
- Focus on voice – listen much deeper and more carefully
- Some evidence that removes physical aspects that may “dominate” coaching relationship – can help
- Technology helps..Use of Blue Jeans/ VC /Skype/ Video much more common
- Miss out on other info that face to face- e.g. how you witness them treating PA and team
- GROUP COACHING: Very hard to get group going by phone - we removed the step – but Ok after have met and event.
- Busy people have busy lives- need to be owned, committed and fully expected

SCB's long standing learning partners and links

(view in slide mode for hotlinks to websites)

- Cirrus – remote Coaching and leadership interventions
- The Leader's Voice – Ken Ideus Programme on authentic voice in recording studio – small group coaching (also "the Coaches Voice" - great programme when run!)
- We are SAID's longest standing corporate Client on our 15 year "Leading Across Boundaries" programme that reinvents each year
- Tara Swart – Neuroscience - whole person leadership
- Simon Sheppard – well being and high performance heart rate monitoring – excellent for creating change through data (Optima life)
- Conversant – Mickey Connelly - Systemic and individual change
- Leaders' Quest & Common Purpose: Cultural, Community & field experiences
- Nowhere Nick Udall – Collective Leadership
- Margaret Heffernan - Wilful Blindness, Conduct and Culture, Competition & Collaboration
- Ron Heifetz and Richard Pascale - on Adaptive Leadership
- Sam King Samantha.King@sc.com

SCB leading edge coaching

- **FT Sept 2016** on heart rate monitoring "*For banks, the data-based approach is far more likely to lead to a shift in behaviour than just a conversation around well-being. It's a big reality check when you see your own data in front of y*ou."

- 2016 FT quote on remote coaching also.

- **6th Ridler Report 2016**; "For corporate purchasers of coaching services, it's surprising that even today, accreditation itself seems to be no guarantee of identifying an impactful coach. Accreditation indicates that a coach has reached a minimum level, but it is a fragmented industry and accreditation standards are variable across the different accrediting bodies. In selecting coaches, we have often been surprised to find numerous accredited coaches (offered from formal coaching companies) who stick to one approach or even a more formulaic set of questions, or who may lack contracting, confidentiality- or rapport-building skills. The risk with coaching is that it is, by its very nature, mostly unobserved, and many coachees generally don't know what "good" looks like. We look for the rare coaches who offer a range of flexible tools, approaches and deep skills to draw from, who are hugely invested in their own personal development, with varied experience developed over time with a diverse range of leaders.'

  Samantha King, Global Head of Executive Development, Standard Chartered

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- *To find out more about the 6th Ridler Report, go to:-*
- *www.ridlerandco.com*

- **Sponsored by KDVI**