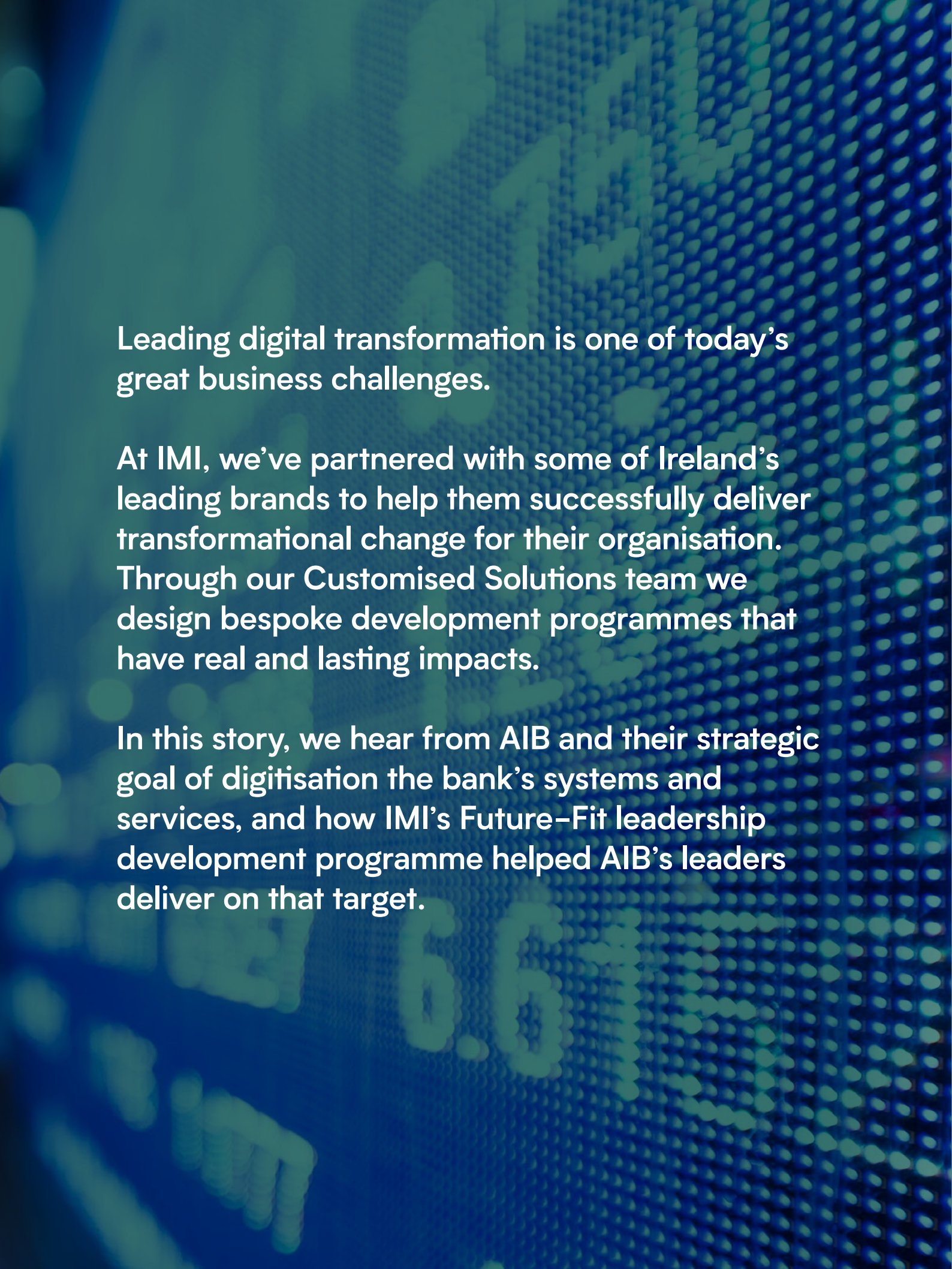


Developing Leaders for the Digital Age

AIB Future-Fit Leadership Programme
Client Impact Story



Leading digital transformation is one of today's great business challenges.

At IMI, we've partnered with some of Ireland's leading brands to help them successfully deliver transformational change for their organisation. Through our Customised Solutions team we design bespoke development programmes that have real and lasting impacts.

In this story, we hear from AIB and their strategic goal of digitisation the bank's systems and services, and how IMI's Future-Fit leadership development programme helped AIB's leaders deliver on that target.

For AIB, digitisation had become one of the central missions of the business. From digital infrastructure, to digitising customer services across the board, AIB needed to entirely revamp how they did business against a background of legacy systems, regulatory concerns and increasing competition.

Above all, AIB needed to develop their people to lead this change.

Operation Digital Transformation



Tim Hynes,
Chief Information Officer, AIB

‘Around four years ago we embarked on some pretty major strategic lifts in the area of technology’ said Tim Hynes, Chief Information Officer at AIB and one of the leaders behind the development of the Future-Fit programme. ‘The strategy went from areas like the digital architecture to the foundational infrastructure within the organisation — these were huge projects in and of themselves. And this is saying nothing about the regulatory drive happening at the time as well as internal reorganisations.’

This comprehensive investment in infrastructure is rarely seen in any industry. Moving from bricks and mortar to fibre optics and servers was a particular challenge for the banking sector where trust plays such a vital role, and one that required agile leaders and employees to find solutions that worked in the digital age.

The size of the change required had the effect of slowing the necessary digitisation of the banking industry, with legacy thinking coming to dominate the upper echelons of leadership. As a result, banks were left with too few leaders comfortable with technology, too little technology to deliver the services they wanted to provide their customers with and found themselves with new competition from the FinTech sector.

Within AIB this challenge — and opportunity — was fully realised, and the plan was to tackle it on all fronts, with the partnership with IMI centred around providing those future leaders of a digital industry the mind-set they needed to grasp those opportunities.

69%

of Irish financial service organisations are putting FinTech at the heart of their strategy

Future-Fit Leaders

The AIB Future-Fit programme was devised in the middle of a significant investment in the digitisation of the bank’s infrastructure and services. It aimed to act as a mobilizer for the workforce, to build momentum for the digital transformation amongst its people.

The AIB leadership recognised that without the people within the organisation to drive the change, and take advantage of it, that investment would not bear fruit.

‘When you get these exciting infrastructure developments in an organisation, it needs to excite the people leading and experiencing the change too’ said Julie Ryan, Head of Custom Solutions and Client Development at IMI. ‘Without leaders setting out a vision for others to work within, and people at all levels using their skills and capabilities to link these new changes to that mission, the transformation will be superficial at best.’

The programme content aimed at igniting a passion for learning about new technologies amongst the participants. By stimulating their curiosity and giving them a core understanding of the technologies AIB was investing they would begin to see how technology would transform their business — all with the customer journey at its core.



Seamus Murphy,
Chief Digital Officer, AIB

‘Digital advances in any organisation are driven by the people’ said Seamus Murphy, Chief Digital Officer at AIB. ‘It’s no longer adequate to simply align job titles with resources, you need to collaborate across different functions and skill sets. When we get that formula right, we know that our customers are ultimately going to get the benefit.’

To address the challenge of collaborating across differing functions and skill sets, the bank created self-contained agile teams dedicated to implementing its digital transformation strategy. By bringing together IT and business units who had traditionally been separate into collaborative teams, it allowed cross-functional team members to work towards a shared goal.

By applying an approach that would personalise the development journey for each participant, the programme looked to both develop the understanding of the technological challenge and opportunities facing the banking sector, and to apply those innovations to the AIB context and vision.

16%

of Irish consumers have used two or more FinTech services in the last six months, with adoption potentially doubling in the near future (2017)

Another aim, put simply, was to get people talking.

One of the legacies of the traditional banking structure — and this is analogous to a lot of industries — is that IT and digitisation was ‘added on’ over many years rather than fully integrated, meaning that there were little formal procedures for heads of different departments to interact and collaborate.

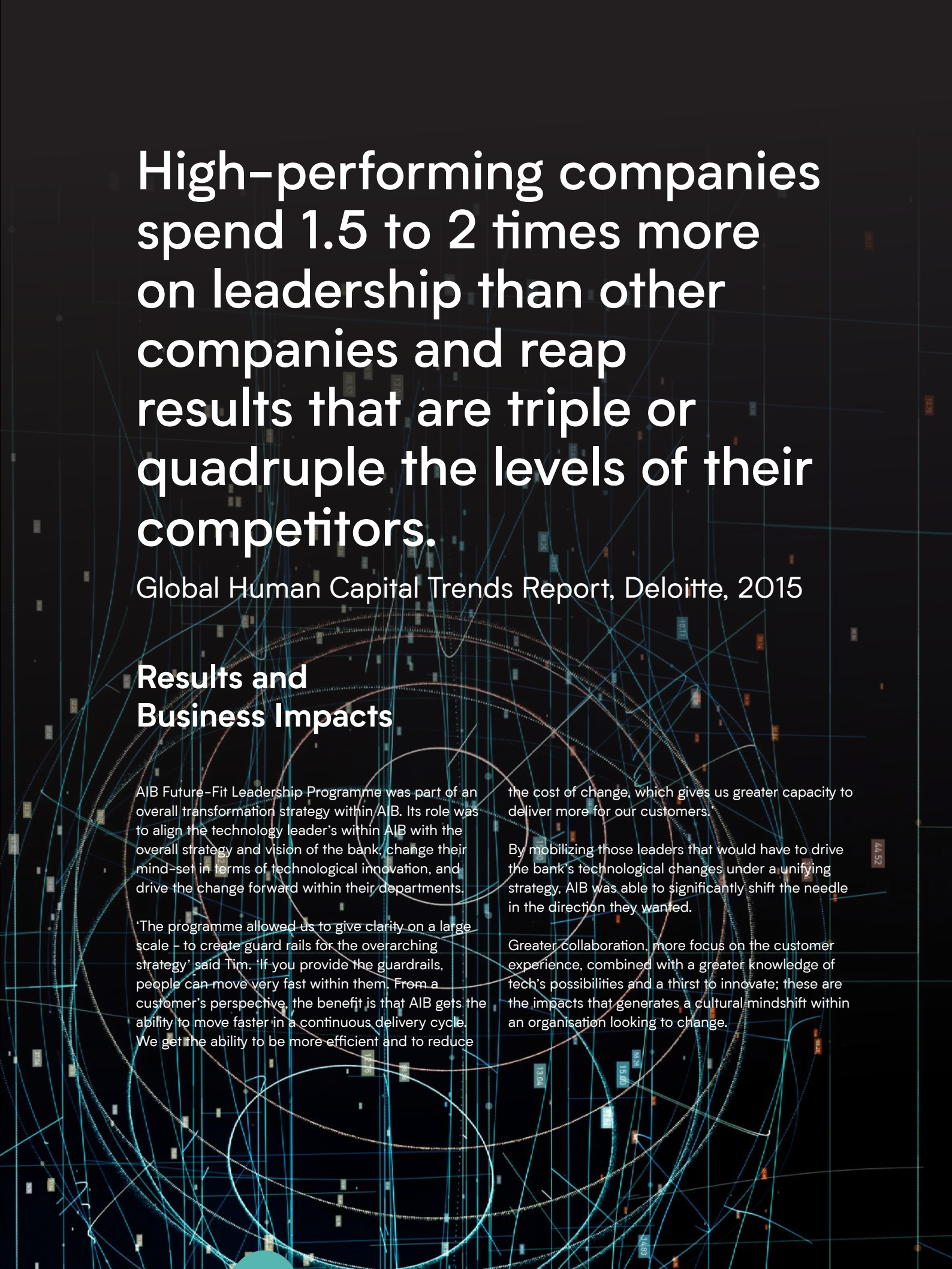
‘Even the construct of putting everyone in the room was a big step — to talk to people from the other side of the fence. These were all people engaged with technology to some degree, but didn’t have a reason to talk’ said Tim. ‘We can already see the benefits of the programme in that people are now picking up the phone and working on projects together, where they necessarily wouldn’t have seen those colleagues as an available resource in the past.’

From framing the leadership challenge, to a deep-dive into the AIB customer experience, modules on innovation and leading digital transformation and driving organisational results, the programme framed these learnings around a business opportunity incubator group learning project which were presented to the senior leadership team within AIB.

‘A real inflection point for many of the individuals were the projects they submitted and the feedback they received’ said Tim. ‘We wanted them to have the mind-set where they could bring an idea to the table and be receptive to feedback that could be brutal — all with the goal of improving the idea or discontinuing it to move onto the next thing. That mind-set shift was something they got directly from the programme.’

30%

of managers cite failure to coordinate across units as their greatest challenge to executing their company’s strategy



High-performing companies spend 1.5 to 2 times more on leadership than other companies and reap results that are triple or quadruple the levels of their competitors.

Global Human Capital Trends Report, Deloitte, 2015

Results and Business Impacts

AIB Future-Fit Leadership Programme was part of an overall transformation strategy within AIB. Its role was to align the technology leader's within AIB with the overall strategy and vision of the bank, change their mind-set in terms of technological innovation, and drive the change forward within their departments.

'The programme allowed us to give clarity on a large scale - to create guard rails for the overarching strategy' said Tim. 'If you provide the guardrails, people can move very fast within them. From a customer's perspective, the benefit is that AIB gets the ability to move faster in a continuous delivery cycle. We get the ability to be more efficient and to reduce

the cost of change, which gives us greater capacity to deliver more for our customers.'

By mobilizing those leaders that would have to drive the bank's technological changes under a unifying strategy, AIB was able to significantly shift the needle in the direction they wanted.

Greater collaboration, more focus on the customer experience, combined with a greater knowledge of tech's possibilities and a thirst to innovate; these are the impacts that generates a cultural mindshift within an organisation looking to change.

A Personal Journey

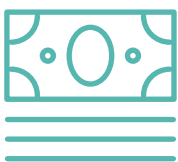
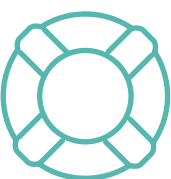
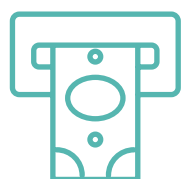
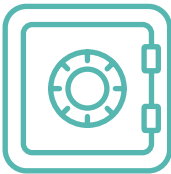


John Halpin,
Business Manager at AIB Digital

The Story in Brief: John is experienced in technology, but not an expert. As part of the Future-Fit programme John immersed himself in potential technological solutions and began collaborating with his colleagues on the challenges that he, and the bank at large, faced.

In his words: 'One of the big outcomes of the programme is that I have 22 people from the programme to pick up the phone to when a challenge comes along — and I do' said John. 'Very early on, throughout and even now six months after the programme there is an incredibly special bond between all the people that were there. We help each other out.'







Case study



A Partnership for Performance

If you'd like to talk to IMI's Customised Solutions team about creating your own leadership development programme, go to www.imi.ie/customised or contact the team directly at solutions@imi.ie.