Project Example – Financial Services

Cultural Change – Investment Bank

Situation

- Global Investment Bank has re-defined its Core Values and wants to operationalize the Cultural Change in all Divisions
- Global Investment Bank seeks experienced Project
 Management for Cultural Change Programme in 2 largest
 Divisions: Investment Banking and Asset Management

Actions Proost Ventures

- Develop content to be communicated by Global Internal and External Communications of the Bank to Senior Management, employees, regulators, and shareholders
- Develop blueprint for 3-phase roll-out to foster behavioural change, including Communication-from-the-top, Leadership actions, Group strategic initiatives, grass-root Workshops, overhaul of HR tools / techniques / processes / policies,...
- Conduct detailed competitive benchmark on HR, Culture, and Compensation-related initiatives used or being pursued by bulge-bracket Investment Banks
- Facilitate co-ordination between Corporate, Divisional, and Regional Senior Management of client Bank operating a matrix-structure

Project Results

- Cultural Change formally embedded in the Bank's Global Senior Leadership Conference
- Bank-wide and Divisional communication of results

Investment Bank – Culture Change Framework - Global, 20XX -

- Broad awareness/involvement
 - Communication
 - Leadership actions

2 Strategic initiatives

- "Re-engineer" major business initiatives for culture
- Set up/implement initiatives dedicated to culture only

Daily business

Roll out: Jointly understand and commit on required changes

What do the Core Values mean for us?

What changes do we need to make?

How do we work based on the changes?

Tools, techniques, processes, policies

- Objective: Enable/support staff to behave in desired way
- Business: Adapt business processes and procedures
- HR: Adapt processes & systems

Culture-embedding mechanisms

- Implement measurement system
- Conduct consequence management
- Conduct role-modeling
- Install culture carrier network



Source: Project Experience Proost Ventures