

# Case Study - Citibank's Bench Strength Talent Identification Program

## Company Environment

Citigroup is one of the world's largest financial services organisations. By combining local expertise with the might of Citibank's worldwide consumer banking network, they offer customers a range of financial services including deposit accounts, foreign currency deposits and investments as well as credit cards, mortgages, insurance and charge cards.

## Business Challenge

Facing a changing market and an economic climate influenced by large scale global events, the Citibank executives identified the need to consolidate their approach to succession planning.

*'Increasing the strength of our leadership depth'* was identified as a key challenge to the future success of the business.

The GTS area of Citi wanted to conduct a skill development process to determine its leadership bench strength. The process involved three levels of management and focussed on seven leadership qualities, identified as desirable to carry the business forward.

Future Platform created a multi dimensional, assessment centre based program to address individual and group needs within the context of business goals by using specifically tailored performance management, strategic thinking and modelling, presentation skills and group discussion facilitation exercises.

Overall, the objectives of the program were:

1. To strengthen the leadership depth within this business to ensure continuity and confidence when managing teams and incorporating change
2. To improve the capability of the first level managers to effectively coach nominated junior managers
3. To provide an integrated, focused leadership development experience for those identified as having strong leadership potential

## Evolution in partnership with Future Platform

### Stage 1

First level managers completed a leadership analysis tool (NEO PI-R) and received feedback from a Future Platform psychologist before attending the Citibank Development Centre.

Senior managers were trained as 'assessors' in the Bench Strength Exercise for the second and third level managers to ensure they had a chance first hand to experience their teams performing and the chance to monitor the accuracy of the experience.

### Stage2

Each of Citibank's Leadership Competencies were assessed in the four Bench Strength Exercise activities, providing a good depth of assessment.

Second and third level managers (those identified with strong leadership potential) participated in a "Bench Strength Exercise" which involves four different, work related scenarios. These include role plays, a pre-prepared presentation, analysis task, and group work. These scenarios were observed by trained assessors from Future Platform and nominated executive managers.

All three levels of management participated in a series of monthly skill builder training programs on a range of topics identified as priorities for the business.

Following the Bench Strength Exercise, candidates attended a one on one debriefing / feedback sessions. At the feedback meetings the candidate was provided with a report of their performance against the chosen leadership competencies during the exercises. An overall report was developed for Citibank executives.

### Stage 3

Future Platform continued coaching the leaders to ensure they developed the necessary capabilities required for their role as mentors and business generators.

Second and third level managers attended a series of training exercises conducted by Future Platform before they underwent a tailored leadership assessment profile (360).

### Business Benefits

Future Platform have partnered with Citibank on a number of successful programs and through these existing service provisions, Future Platform have developed a thorough understanding of Citibank's culture, history and goals. Additionally this partnership has highlighted the fit between Future Platform and Citibank's needs in terms of consulting approach, technology and reporting.

As a result of their thorough understanding of Citibank's culture, Future Platform was able to develop and implement a successful three phase program which ensured Citibank identified those employees with clear leadership potential and guaranteed this talent was nurtured and retained.

*"This was the most real and relevant training experience I've had while at Citi and it gave me a lot of constructive food for thought regarding my leadership style and future"*

*Dianne Challenor, Head of Product Management Asia Pacific.*