

# DEVELOPING MANAGEMENT TEAMS

## ***Management development programme for a European bank in the context of an acquisition by a large international group***

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### **CONTEXT AND THE CLIENT'S REQUEST**

The integration of a European bank endowed with a strong regional culture and a decentralized organization into one of the biggest global banking groups, whose culture is very international and process-oriented. For the General Management of the European bank, it consists of leading an action supporting each executive in a new cultural and professional environment.

Raising awareness of the manager's responsibility in a culture of performance and cultural diversity, i.e.:

- Raising their awareness of the issues of diversity
- Improving their interpersonal skills
- Developing their talents as communicators and team motivators
- Giving them the skills for developing networks and practice communities
- Giving them tools so that they are able to build aligned organizational architectures

### **SECOR's SOLUTION**

**To:**

- Optimize the merging of two cultures: unite around common central themes and create a new identity
- Elicit a common reflection about the new opportunities in belonging to an international group
- Facilitate the evolution of team management: manage talents at the individual and collective levels

**It is recommended to:**

- Learn to manage in a complex and international environment that is evolving quickly, and conquer resistance to change
- Develop a feeling of group belonging by building a new common culture, through a repositioning of values (the old ones of the two groups, those that are desirable to keep to ensure the success of the new entity, those that should be eliminated)
- Communicate the vision of the new general management and rally around it by sharing common referentials, which is equivalent to building the leadership model of the new group to direct the change.

A programme in three stages: a three-day seminar, a trial period, a two-day seminar on capitalization and sharing of experiences.

### **1. THREE-DAY SEMINAR:**

Facilitate transfer and learning by alternating short theoretical reports with simulations and work sessions, in pairs and in teams, around the following themes:

- Different cultures (country, business, occupation).
- French culture and the main international cultures.
- The possibilities and limits of integrating two cultures.
- Understanding the strategy of the challenges, issues, and values of the original bank within an international group.
- Identification of management style and balance in the group culture.
- Support and steering of the change to allow the organization to evolve and adapt to be at the best level

### **2. Practical application period:**

- Two months for sharing material and skills from the seminar with associates.

### **3. TWO-DAY SEMINAR:**

Feedback, exchange of ideas, and consolidation workshops for:

- Fully appropriating the responsibility for achieving the results of their activity.
- Co-operating and sharing among peers on the pitfalls to avoid and the best practices for achieving the company's objectives in a new context.