

Leading Financial Service Company Invests In Its Executive Leadership



"While I was aware of the gravity of each lever, the impact of their interdependence gave me a heightened appreciation and admiration for the corporate strategy."

One of the world's largest financial institutions has made giant strides to become a world leader in its industry. In order to sustain its competitive advantage in this difficult economic environment, the company was committed to making an investment in its executive leadership. As part of the strategic initiative, the financial institution aimed to identify and assess the executives who would make the biggest difference in leading the company's strategy forward.

The organization partnered with [BTS](#), a world leading strategy implementation firm, to build alignment around the company strategy and develop the capabilities necessary to lead execution. The customized, high-impact initiative was designed to strengthen critical leadership competencies and develop [business acumen](#) throughout the institution's leadership ranks.

The company's objectives were to:

- Identify leaders with the potential to hold one of the top 20 positions during the next three to five years
- Perform in-depth assessments of potential candidates within the current culture and also considering the unknown world of future innovation and growth
- Focus the best minds on the issues that matter most to the future of the company
- Establish a forum to build relationships among the future executive team

A Highly Customized Development

BTS partnered with senior executives at this leading financial services company to build a deep understanding of the organization's strategic objectives and leadership expectations. After conducting interviews and reviewing executive presentations, reports and other data, BTS developed a computer-based Global Enterprise Simulation modeling the different lines of business. Crossing multiple geographies, the business simulation enabled participants to manage an integrated bank that closely resembled their own organization. The executive committee was able to observe the participants in the context of the company's culture and strategy.

"Awesome! I would recommend rolling this out to all layers of management in the business."

The Global Enterprise Simulation challenged participants to develop and execute a global strategy at an integrated bank – essentially mirroring the experience of running different lines of business at their own company – through a full economic cycle with periods of economic expansion and contraction. The competing teams faced leadership challenges focused on globalization, acquisition, unified sales strategy, and short- versus long-term growth issues.

During the simulated experience, members of the company's executive team were able to trigger a set of pre-determined scenarios and observe the participants' reactions, allowing for real-time assessment of their leadership styles and decision-making abilities.

The teams received feedback and analysis of their company's performance, debriefing the scenarios, and discussing the decision trees each team pursued. Since the simulation was a zero-sum competition, participants had a vested interest in understanding the winning team's strategy and generating new ideas for the upcoming simulated years. During these sessions, facilitators also provided coaching, introduced new concepts, and gave the participants tools they could apply to succeed in both the simulation and the real world.

A Global Enterprise Leadership Experience

"Thank you all. It is definitely one of the most informative and entertaining learning experiences that I have been a part of."

Providing engaging, challenging and realistic leadership experiences, the BTS program effectively helped build the client's leadership bench strength. The high-impact initiative enabled participants to build new relationships, experience working outside silo functions, and begin to think more comprehensively about the implications of their decisions on their organization, their customers and their peers. With hands-on practice, leaders discovered their strengths and development areas in alignment with the client's leadership expectations and practiced making decisions using financial and strategic rigor.

After the success of the Global Enterprise Simulation, the company leveraged BTS to cascade the alignment and capability development down into the organization. These programs were targeted towards a range of employees from high potential leaders to bank managers focused on managing the branch operations more effectively and in alignment with the corporate strategy.

About BTS

BTS focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For 30 years, we've been designing fun, powerful experiences™ that have profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

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