

# NatWest Group – Leading on Purpose

## The Challenge

Alison Rose arrived in the CEO role committed to putting the organisation’s purpose at its heart. As the Bank’s chosen innovation partner for large group events and leadership development, we were asked to help in embedding the purpose in the day-to-day lived-experience.

## The Solution

We were asked to design and deliver four vibrant and engaging large group events to launch the purpose for the Top 120 (ExCo-1 level) and the ‘Change Shapers’ population (150 senior most influential leaders in relevant disciplines).

These launch events were facilitated by 25 internal facilitators, prepared by us in intensive training sessions.

To follow the launch events, we developed a facilitation toolkit of 24 x 20-minute bite-sized workplace activities for internal facilitators to deliver to intact teams. These online tools both introduced the purpose in more detail and enabled the teams to develop their own opportunities to put the purpose into commercial day-to-day practice.

We trained 100 internal facilitators, from a wide-range of roles in the business, to facilitate these tools virtually and in the workplace.

And then, after the launch of the toolkit ...the pandemic struck worldwide.

Our work with the Bank on its purpose was refocused. The Bank found that during the pandemic people were working in exceptional and cut-through ways: decisions made faster, autonomy devolved to the front line, innovation was the order of the day and there was unprecedented cross-silo working. The remainder of our contract was redirected at enabling the Bank to learn what made these break-through ways of working possible so they could be sustained post-pandemic.

This ‘Learning for the Future’ programme of virtual large group events and online field work involved engaging 60 leaders from the Change Shapers. As well as designing and delivering Appreciative Inquiry (AI) as the core of the events, we trained the participants to conduct AI field interviews with their colleagues. In virtual Summits the leaders bought back their findings and using collaboration software that



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*A massive thank you to all of you for helping bring purpose to life today; I thought the day went really well (though of course I am biased!)... the energy in the room was great and lots of compliments on all the sessions we had.*

*Lots of follow up for us all to do and look forward to hearing any feedback; for now though just a big thank you in putting it all together and doing such a great job.*

*Best, Olly*

**Oliver Holborn, Director of Strategy and Ventures**

enabled all 60 to work together on the same material, they consolidated these into lessons for the organisation.

## The Result

This work is still ongoing and the conclusions of the discovery and consolidation events, described above, are being included in the strategic reviews into future Ways of Working and the evolution of purpose.

As the Bank's purpose is also concerned with the thriving of the communities it serves as well as colleagues and customers, we have since expanded this large group Appreciative Inquiry event and field work to enable leaders to engage with more disenfranchised populations in their communities.

