



Industry: Financial Services

Size: 18,000 +

Region: UK

The Solution

- . Integrated assessment strategy
- . Customised reports and data visualisation

Client Success Story

Impacting organisational transformation with data

45% data view of leaders

Designed and co-created an in-house executive assessment that is delivering a saving of

74%

Nationwide's strongest leaders are

2x more likely to be able to apply "big picture" thinking and excel in generating innovative solutions

About Nationwide

As the world's largest building society, Nationwide respects and values its 150 year-plus heritage. With over 15 million members benefitting from its enduring ethos of helping people buy their own homes and making the most of their savings, its socially focused provenance today, continues in its vision to "build society, nationwide."

Challenge

Like many organisations, Nationwide faced challenges from existing and new competitors. To remain relevant, Nationwide would need to more quickly simplify its services and ways of working, create efficiencies and empower its people to make a step change in its organisational culture. At the leadership level, this would mean a series of shifts; from a more operational to visionary focus, a loosening of central control to empowering its people and from having a sense of comfort to embracing a more disrupted and experimental world. By doing this, its members would continue to be the heartbeat of a more agile, inclusive and future-focused organisation.

Solution

Nationwide and SHL enjoy a longstanding partnership. Previous research and cultural work had provided a strong sense of the critical capabilities required, articulated and measured through a common framework and clear leadership principles. All senior executives, typically heads and directors of functions reporting to the C-suite were appointed and promoted further to a standardised assessment approach, driven by the Occupational Personality Questionnaire, Motivation Questionnaire and a cognitive element, all aligned with Nationwide's frameworks. These generated custom reports for one to one executive interviews, for both selection and development, co-designed with Nationwide, implemented by SHL and delivered by an in-house team of specialists.

All data was transposed into bespoke dashboards and linked to SHL's leadership in context research. This would mean that Nationwide's HR and business leaders could start to use this insight to inform critical decisions about its people's careers and contributions to the organisation.



“A true demonstration of the power of co-creation. Working in partnership with SHL we now have a suite of practical tools, providing valuable, useful insight into our leadership population.”

Julie Foster,
Leadership Development
Manager, Nationwide

Alongside this, SHL conducts frequent analysis to share with Nationwide to support its strategic HR team in leading projects such as this.

Results

This analysis revealed the performance and potential of Nationwide's leaders and provided comparisons with a range of other businesses, in finance, retail and the technology sectors. For example, there was real strength in leaders' capability to think strategically, to learn and grow, to bring people together in solving challenges and reach meaningful decisions. And, opportunities to stretch, by extending their emotional repertoire and turning their focus inwards to consider the self-transformation required. These areas would be invaluable in leading cultural change.

Nationwide could also get a sense of what motivated leaders, how aligned this was with future direction and evolving context. Giving both HR leaders and the executive committee clear visibility of the capability in the organization and its alignment with driving cultural change proved a critical lever. This informed where Nationwide could seek capability externally and where the internal leadership development focus would add most value.

In some ways this is the continuation of a journey, ensuring that assessments provide a positive and developmental experience, creating engaging selection and development conversations, and critically, doing so in a commercially sustainable way. In others, it's the start of HR and business leaders to more fully inform people decisions with objective data and predictive insight

Finally, Nationwide reflects its commitment to ethical practice in its partnership. Here at SHL we look forward to continuing to play a part in Nationwide's further transformation.

Explore more

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