



facilitators of organisational and personal transformation

keogh consulting

Industry

Banking and Financial Services

Category

Organisation and team transformation

By-line

Banking Transformation – Moving into the top 10

Context-Background

(One of the big four full service South African banks with more than 140 year history)

The head of equities for a major full service South African bank came from a role as International head of research for the mining and energy sector with a global bank headquartered in Sydney, Australia. The bank, one of the big four full service South African banks with more than 140 year history, headquartered in Johannesburg, was operating globally and ranked 19. It was not well respected for its advice, the rigor of its research or for value adding and the wealth creation it was providing for its shareholders of private equity clients.

The Challenge

The challenge that the bank put to Keogh Consulting was, assist it to

- Build a high performance culture
- Transform the shape, configuration and structure of the group into a team of professionals who represent Africa and its diverse and highly valued assets
- Position the bank on the world stage shifting ranking and grading from 19th and moving into the top 10 commercial banks in the world.

The Keogh Approach

Keogh began work in South Africa in 1996 and continued work with the head of equities and his team until 1999.

The methodology that worked and produced the result that was required included

- Visioning with the senior management team
- Formulation of a comprehensive transformation and repositioning plan
- Ergonomic redesign of the layout in the Durban and Johannesburg offices to facilitate the interaction, exchange of market data and project teaming to work up deals and complete research
- Targeted selection of the best local professionals and global talent to augment the staff in the London and New York offices
- Reorientation and induction of all staff to a 'high performance culture'
- Management and leadership development
- Team development
- Personalised coaching and mentoring

The Results

The bank was successfully repositioned from 19th to 9th in the commercial bank world rankings and the head of equities was promoted with a substantially expanded portfolio.