



“Fundamental to achieving our strategic objectives has been the re-alignment of our HR strategy. Hunter Roberts have helped us develop our HR expertise and meet our need to transform our HR strategy. Their work on Performance Management, Customer service and HR strategy has, without doubt, played a part in moving the Bank back into a profitable position”

Peter Horton

Managing Director and Chief Executive Officer

Bank of Maldives returns profit

The Challenge

When the Bank of Maldives set out their vision ‘We will lead the way through quality of service and dedication to our staff and customer satisfaction’, they called on the expertise of Hunter Roberts to work with them, on a retained basis, to help develop and implement a Human Resources Transformation Programme.

Peter Horton, Managing Director and Chief Executive Officer, explains “If we were to return the Bank to profit it was essential that the organisational design was reviewed and significant restructuring was implemented to streamline the operations, increase business focus and deliver a better customer experience. Part of this plan was to review our HR strategy and invest in our staff from the executive committee to the frontline team in our branches”.

He adds “ Our focus needed to be on creating a customer-centred environment and essential to this would be the performance and focus of our staff . We had a great team but we needed to optimise their contribution to foster higher performance and innovation. It was essential to have a to have a world class HR strategy in order to develop our staff and achieve our business goals”.

“We wanted to build and maintain a team of highly-skilled, motivated and inspired individuals who could create that great customer experience.....”

The Approach

We had already developed a business transformation strategy and plan which was designed to transform the business into a financial services institution with a strong service and customer focus. However, we also recognised that the business transformation plan would not succeed without a strong people strategy and the development of a proactive business focussed HR function.

Peter Horton said “It is essential that we have motivated staff who recognise our strategic imperatives and can translate these into action that improve personal performance and the customer experience. Our training up to this point has focused on technical skills and we needed to develop the behavioural skills across our team, how we did things”.

He adds, “I have always been extremely pleased with the work Hunter Roberts have delivered and their expert knowledge of banking industry. They recognise that you are more likely to grow your business by growing and investing in your people, and I like that approach. They work with you to understand your needs, bring great tailored solutions and help you embed them into business as usual. That was exactly the help we needed and that is why we brought them into to help us review and re-align are HR strategy and L&D approach”.

The Solution

Working with the Bank Executive Committee, Hunter Roberts carried a full needs analysis helping to define where focus was needed with HR transformation. Following the research and diagnostic phase they developed detailed recommendations for the Executive Committee, setting out a clear and complete picture of what was required to deliver the change in HR.

“They recognised the need to bring new talent into the HR team and started by recruiting a new HR Director and L&D Manager, so they could be part of building and delivering the plan” says Peter “I saw a collaborative approach from the outset and Hunter Roberts worked closely with the HR team to transfer skills and knowledge from every stage of the programme”

Over a 18 month period Hunter Roberts designed and delivered a number of HR & L&D changes from a full review of HR policies & procedures; introduction of a new staff handbook; to the successful introduction of a Performance Management and Customer Service Training Programme, delivered to all bank employees.

“We needed to raise our standards around setting smart objectives and ensuring our leaders were capable of self-managing the Performance programme. Too often you see a company with a great set of strategies but they are never translated into deliverable objectives at the sharp end” says Peter. He adds, “We provided Performance Management and Customer Service training for 800 and 500 of our staff, respectively. The training has helped managers and staff set and own their objectives and has led to better focus and delivery. Everyone now has a customer based objective whether you are working in a branch or Head Office and we are seeing the benefits.”

“From the outset and on every training programme Hunter Roberts have first delivered a Train the Trainer programme, where identified staff were trained and then co-delivered the programme. We

now have our team of Performance Management and Customer Service Champions who deliver to the workshop to staff in branches on Male and in the Atoll branches”

The Results

“Hunter Roberts have worked tirelessly to understand our business and culture and share global people development best practice. Their team of consultants have worked collaboratively with our team and developed a superb partnership. What I find so refreshing about their approach is that they want to pass over and leave us with a legacy of learning that we can self-manage” says Peter.

“We have embarked on a journey, with Hunter Roberts, to transform the business and to become a truly customer-focused organisation. The initial results of the HR transformation program are fantastic. Our highly talented and energetic team have directly contributed towards the improved profitability achieved and strengthening the position of the Bank as the leading financial institution in the Maldives”

“The change to our HR transformation Strategy has enabled us to improve our ability to attract, retain, manage and develop great people. In turn our staff have been given the skills and empowerment to turn this into a positive customer experience.

“We have conducted 3 customer surveys this year and each one has been more positive than the last and that tells me we are definitely on track”

Peter Horton

Managing Director and Chief Executive Officer