



nab

DISTINCTIVE LEADERSHIP

ACTIVITY WORKBOOK – DAY ONE



JBWere

Photograph by James Duffy, Auckland, New Zealand. Cape Regina Lighthouse

GREAT LEADERS



Choose two or three words or short phrases that best describe what these people did that makes them great leaders.

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**WORLD STANDARD
LEADERSHIP**

1



WORLD STANDARD LEADERSHIP



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IF SOMEONE REPLACED YOU...



If someone replaced you as a leader, with what you have to deal with, would it be possible for results to improve?

If yes, what are three or four actions the replacement leader could take that would get better results than you get?

WORLD STANDARD LEADERSHIP



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OUR LEADERSHIP TOOLKIT

2



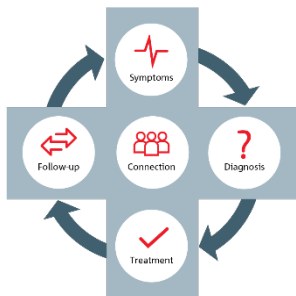
OUR LEADERSHIP TOOLKIT



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OUR LEADERSHIP TOOLKIT



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MANAGING
THE HUMAN CONDITION

3



MANAGING THE HUMAN CONDITION



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MANAGING THE HUMAN CONDITION

Review your assigned Human Conditions and answer the following questions:

1. Have you seen these conditions in action?
2. Have you been any of these conditions?
3. What was the impact of these conditions?

Notes:

Group One	Group Two	Group Three
<ul style="list-style-type: none"> • Structure Liberates • No' Wink Management' • The Rubber-Band Principle • The Given Reality Problem • No Projection 	<ul style="list-style-type: none"> • The Time Management Law • The Uncomfortable Behaviours Principle • The Communication Law • Get the behaviour change first... 	<ul style="list-style-type: none"> • Self-Fulfilling Prophecies • The 21-Day Myth • Leadership Unpopularity Law • The Behaviour Change Test

MANAGING THE HUMAN CONDITION



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RELATIONSHIP TECHNIQUES

4



RELATIONSHIP TECHNIQUES



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ACTIVITY: HOW WELL DO YOU KNOW YOUR TEAM?

Think of three people in your team who fit the personas below and answer the following questions in the box below each picture.

1. Who is the most important person in their life?
2. What motivates them to come to work?
3. What hobbies/interests do they have outside of work?
4. What did they do on the weekend?
5. Could you introduce them, including an interesting fact about them that is not work-related?



Persona 1



Persona 2



Persona 3

RELATIONSHIP TECHNIQUES



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RELATIONSHIP TECHNIQUES: TRUST QUOTIENT



1. Use the table below to rate yourself in relation to the three Trust ingredients.

Key Trust Ingredient	Not at all effective	Rarely effective	Sometimes effective	Usually effective	Always effective
Consistency					
Credibility					
Self-Disclosure					

2. Identify three actions to improve your effectiveness and record in your action plan (pages 51-53)



- Remember
- If you don't have trust, you don't have a relationship
 - Trust impacts our levels of engagement and performance
 - Lack of Trust increases meetings and layers
 - Excellence for customers requires trust

ACTIVITY: RELATIONSHIP TECHNIQUES

Review your assigned Relationship Techniques and answer the following questions in relation to each technique:

1. What is the Relationship Technique?
2. Why is the Relationship Technique important?
3. What is one way a leader can be more effective at this technique?

Notes:

Group One

- Positive Attitudes and Expectations
- Care

Group Two

- Communication
- Empathy

RELATIONSHIP TECHNIQUES



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MOTIVATION

5



MOTIVATION



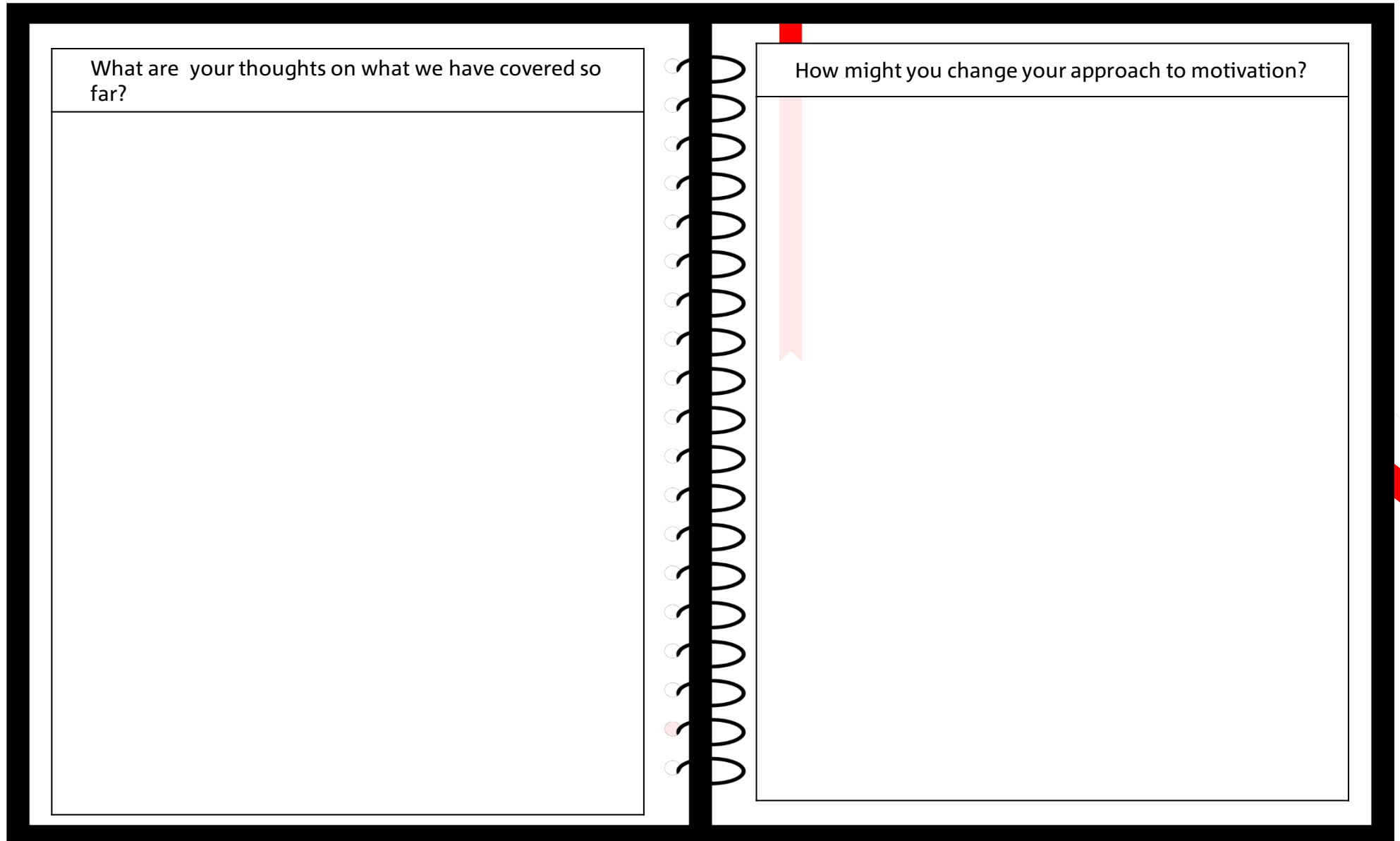
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ACTIVITY: REFLECTION AND CHANGES

Thinking about our discussion on Motivation so far...

A graphic of an open spiral-bound notebook with two pages. The left page has a header box with the text 'What are your thoughts on what we have covered so far?' and a large empty box below it. The right page has a header box with the text 'How might you change your approach to motivation?' and a large empty box below it. A red bookmark is visible on the right page. The notebook has a black cover and a silver spiral binding in the center.

What are your thoughts on what we have covered so far?

How might you change your approach to motivation?

MOTIVATION



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ACTIVITY: INDIVIDUAL MOTIVATORS AND DE-MOTIVATORS

Looking at the Motivators and Demotivators in the Circuit Motivation Model, which apply most strongly to you?

Notes:

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LEADING MOTIVATION



Room One: Right People	Room Two: Right Environment	Room Three: Right Leverage
<ul style="list-style-type: none">• How do you make sure your people are the right motivational fit?	<ul style="list-style-type: none">• What do you do to ensure a motivating environment for your people?	<ul style="list-style-type: none">▪ Do you know what motivates the people in your team?▪ How do you leverage this knowledge day to day to help them perform better?

MOTIVATION



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VISIONS

6



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ACTIVITY: WHAT DOES THE 'WHY WE ARE HERE' MEAN TO YOU?



**“ TO SERVE CUSTOMERS
WELL AND HELP OUR
COMMUNITIES PROSPER ”**

Respond below

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VISIONS

VISION COMMUNICATION STEPS

- Why it is great to be in Financial Services?
- Why it is great to be in the NAB group?
- Why it is great to be in your business unit/team?
- State your personal commitment to why we are here.
- Highlight the benefits of why we are here for our customers.



GOALS

7



GOALS



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GOALS



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ACTIVITY: PERFORMANCE AND ACTION GOALS



Performance Goals	What?	How much?	By when?
1.			
2.			
3.			
4.			
5.			

Action Goal	What?	How much?	By when?

1. Identify the five key performance goals for your team.
2. Identify the most important Performance Goal for your team right now.
3. Identify the one action that you think would make the biggest difference to achieving the performance goal you selected.
4. Ensure you have a 'How much?' And 'By when?' for each of your performance goals and action goals.

GOALS



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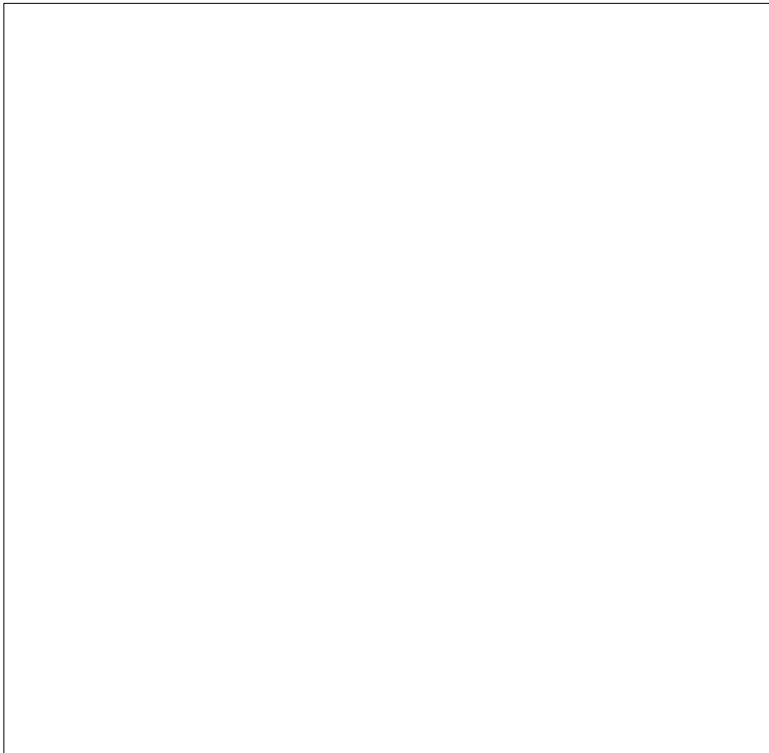
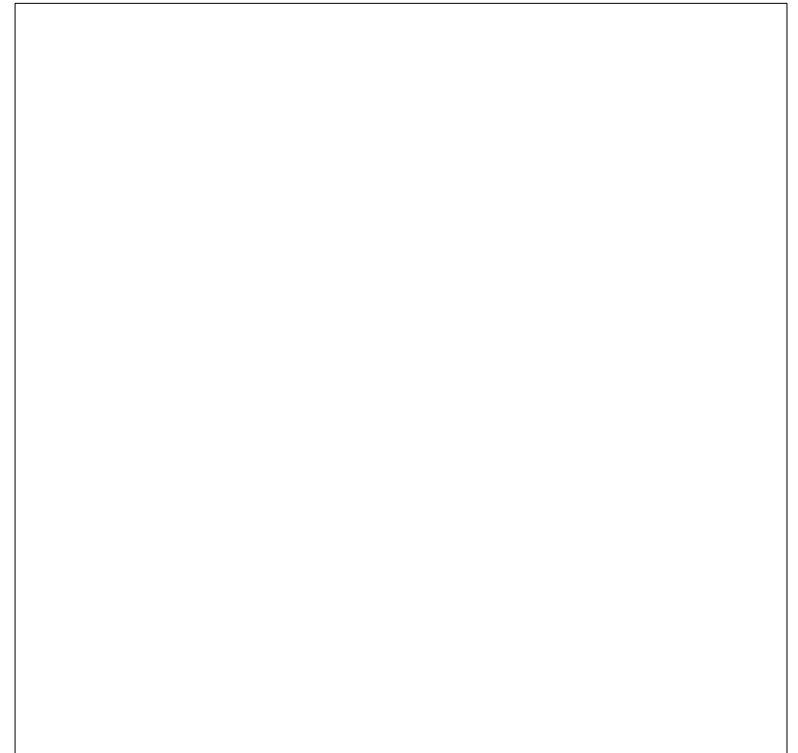
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ACTIVITY: BENEFITS OF TEAM VS INDIVIDUAL GOALS

Brainstorm below the benefits of Team Goals and Individual Goals.

Team
Goals

Individual
Goals

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GOALS



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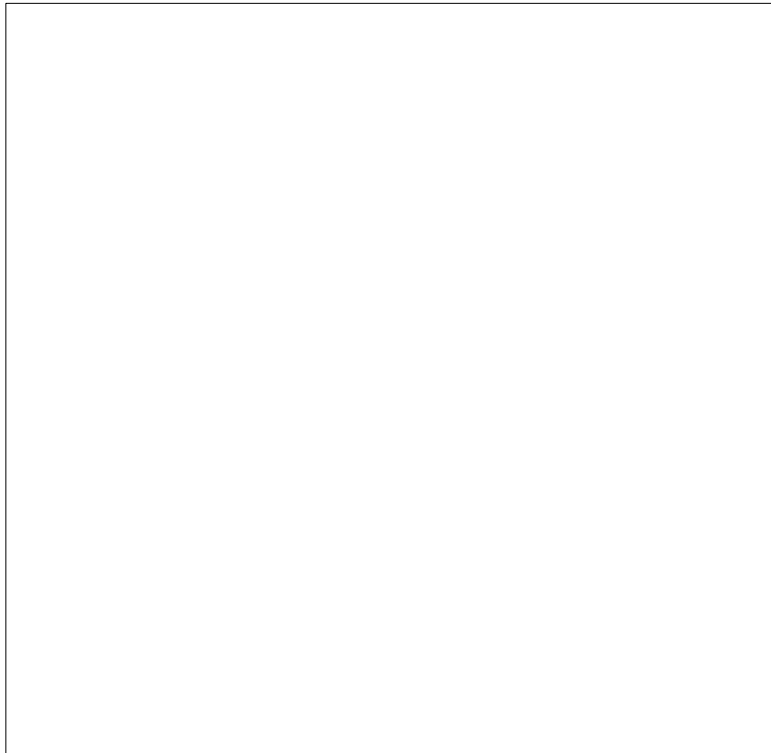
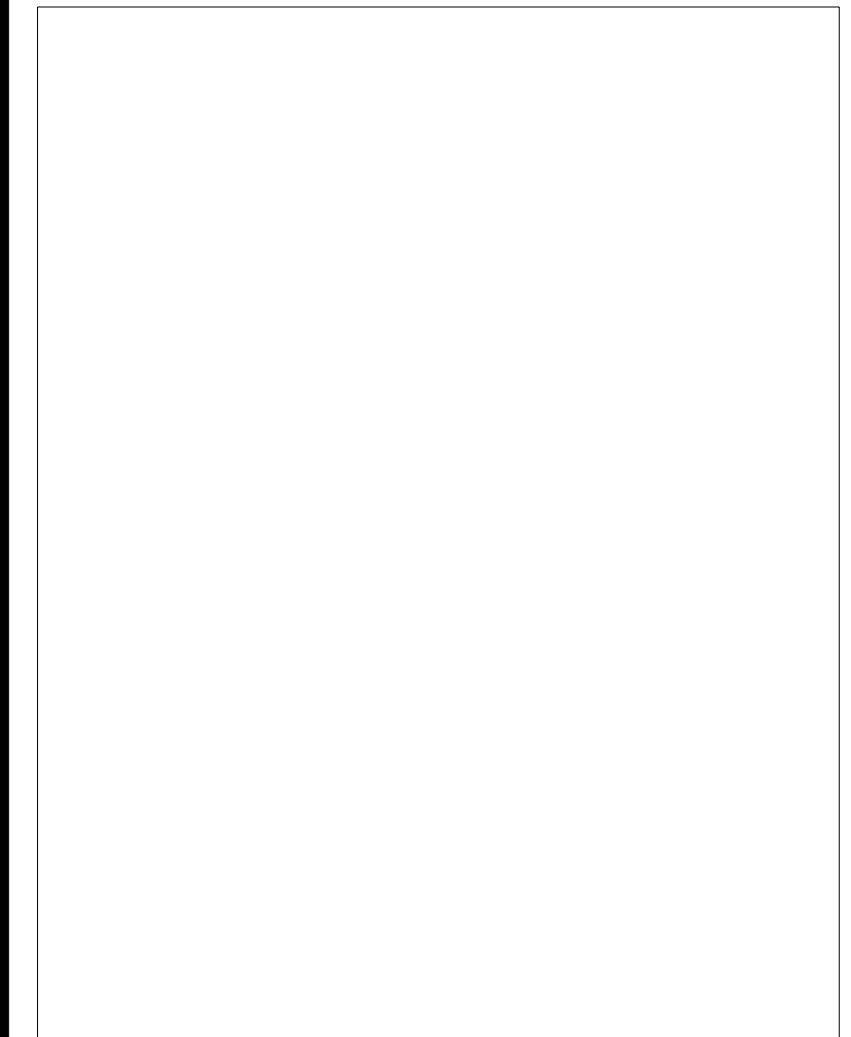
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ACTIVITY: EFFECTIVE GOALS MANAGEMENT

Brainstorm below the behaviours you would observe an effective leader doing when managing goals.

A grey, tilted rectangular graphic with a drop shadow, containing the text 'Effective Leaders' in white. It is positioned in the top left corner of the left brainstorming box.

Effective
Leaders

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GOALS



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PLANS

8



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ACTIVITY: SPLIT TIME MANAGEMENT

Think about how you spend your time and complete the pages below.

Write down as specifically as you can all the things that occupy your time in a normal working week.

Write down the actions that you would do each week that would have the most beneficial impact on your team's engagement, behaviours and performance.

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90 DAY PLAN TEMPLATE



90-Day Plan for

Q1 Goals:	Current	Result	Q2 Goals:	Current	Result	Q3 Goals:	Current	Result	Q4 Goals:	Current	Result

Quarter Goal:	Action (What?)	How Much?	By When

Quarter Goal:	Action (What?)	How Much?	By When

Quarter Goal:	Action (What?)	How Much?	By When

EXAMPLE: 90 DAY PLAN

BNZ Head of Region 90-Day Plan:

Q1 Goals:	Current	Result	Q2 Goals:	Current	Result	Q3 Goals:	Current	Result	Q4 Goals:	Current	Result
NPS SME –5 points	-7 points	-7 points	NPS SME –5 points	-7 points							
HeartBeat 77%	76%	78%	BCAP progress 20%	15%							
BCAP progress 20%	15%	17%	Digital 25%	22%							

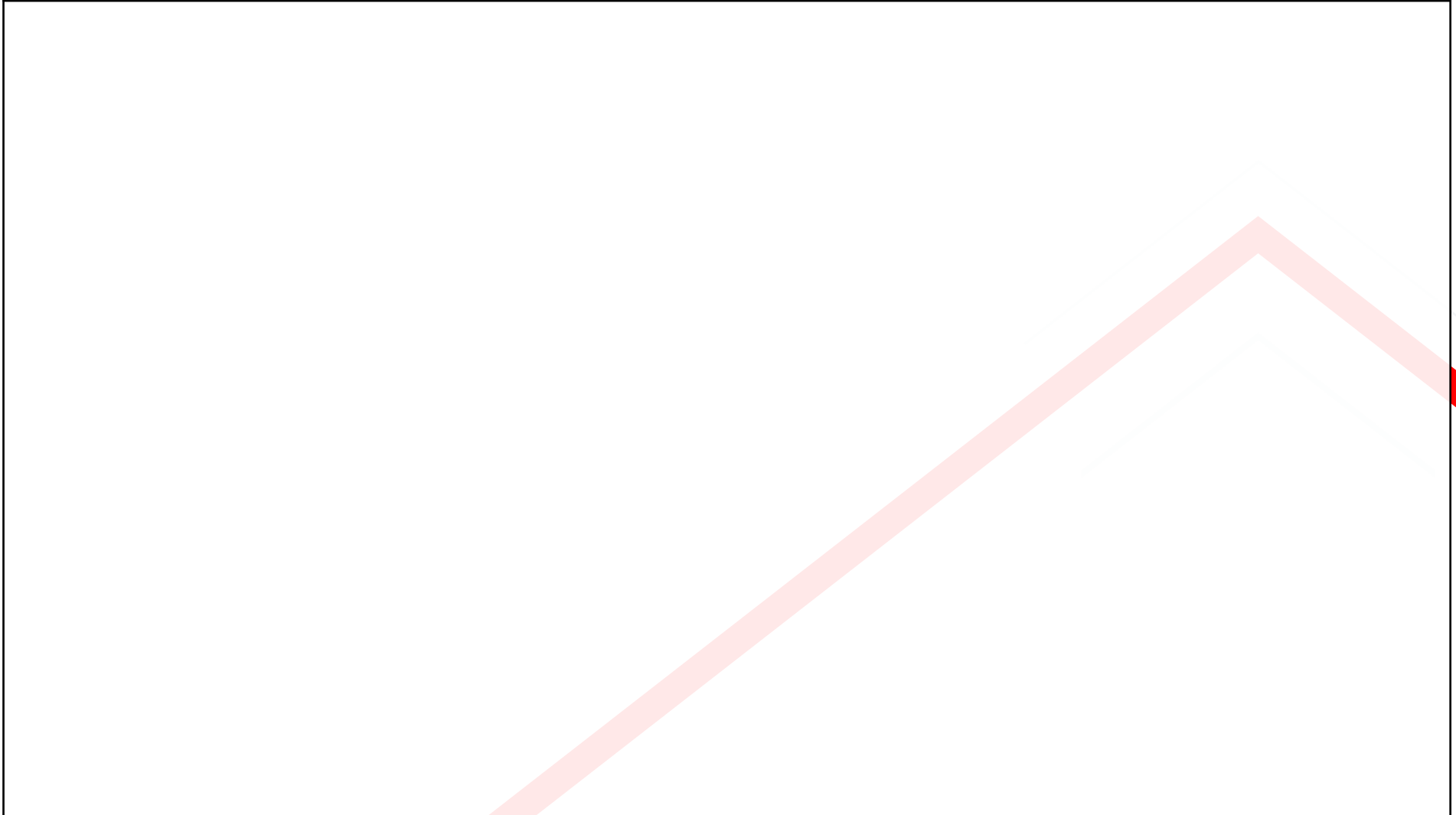
Quarter Goal:	Action (What?)	How Much?	By When
NPS SME –5 points	1. Observe and provide feedback on Business Health Check coaching sessions	2 x Observations	Weekly
	2. Contact top SME customers to request feedback on service	10 customers	Weekly
	3. Complete a diagnosis of SME service related complaints and implement action plan to resolve	1 x Diagnosis	19 January

Quarter Goal:	Action (What?)	How Much?	By When
BCAP progress 20%	1. Identify branches with lowest performing progress and implement 90-Day plan to improve	1 x Playbook	19 January
	2. Include BCAP results tracking in End of Week Debrief of key metrics	1 x EOW debrief	Weekly
	3. Celebrate BCAP progress by contacting all colleagues who achieve BCAP milestones	All colleagues	Weekly

Quarter Goal:	Action (What?)	How Much?	By When
Digital adopt 25%	1. Complete floor observations during branch visits and provide feedback on Digital conversations	1 x 30 min	All Branch visits
	2. Identify high branch usage SME customers and implement contact plan to migrate customers	Weekly	19 January

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EXAMPLE: WEEKLY PLAN

Follow the tips on page 131 of your Leadership Handbook and start to build out your weekly plan.

	Monday	Tuesday	Wednesday	Thursday	Friday
8.00am	Results Working				
8.30am	Coaching Session	Coaching Session	Surprise & Delight Customer Calls	Coaching Session	Live Chat
9.00am			Leader Call Fortnightly		Region Team Sessions
9.30am					
10.00am					
10.30am					
11.00am	Super Region Team Focus Session				Head of Region Operational Call
11.30am					
Noon	Follow up				
1.00pm				L&L Fortnightly	
1.30pm	Follow up				
2.00pm		Coaching Session			
2.30pm					
3.00pm	Coaching Session		Business Development	Business Development	Planning for next week
3.30pm					
4.00pm					
4.30pm					
5.00pm					

ACTIVITY: BUILD YOUR WEEKLY PLAN

Follow the tips on page 131 of your Leadership Handbook and start to build out your weekly plan.

	Monday	Tuesday	Wednesday	Thursday	Friday
8.00am					
8.30am					
9.00am					
9.30am					
10.00am					
10.30am					
11.00am					
11.30am					
Noon					
12:30pm					
1.00pm					
1.30pm					
2.00pm					
2.30pm					
3.00pm					
3.30pm					
4.00pm					
4.30pm					
5.00pm					

ACTIVITY: BUILD YOUR WEEKLY PLAN

Follow the tips on page 131 of your Leadership Handbook and start to build out your weekly plan.

	Monday	Tuesday	Wednesday	Thursday	Friday
8.00am					
8.30am					
9.00am					
9.30am					
10.00am					
10.30am					
11.00am					
11.30am					
Noon					
12:30pm					
1.00pm					
1.30pm					
2.00pm					
2.30pm					
3.00pm					
3.30pm					
4.00pm					
4.30pm					
5.00pm					

ACTIVITY: BUILD YOUR WEEKLY PLAN REFLECTION



Reflecting on the previous activity respond to the below questions.

1. How did you find that exercise?

2. How much flexibility did you build into your plan?

3. Where were the opportunities for you to improve your week?

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ACTION PLAN

9



ACTION PLAN



List below the actions you have come up with during the workshop.

What?	How much?	By when?

ACTION PLAN



List below the actions you have come up with during the workshop.

What?	How much?	By when?

ACTION PLAN



List below the actions you have come up with during the workshop.

What?	How much?	By when?

PERSONAL BIG 5 ACTIONS

Prioritise your Big Five actions from today's workshop..

	What?	How much?	By when?
1.			
2.			
3.			
4.			
5.			

I commit to....