

Change and Transformation related roles

Recruitment Brief

Introduction

First Bank of Nigeria Limited (FirstBank) is Nigeria's premier commercial bank and most valuable banking brand. With rapid changes in technology, customer expectations and the competitive landscape, the bank is driving a change and transformation program. This requires a number of key roles to be filled that relate either directly to its change and transformation program, or that have a high degree of influence in achieving the programme's objectives.

This document sets out the background and context to this as well as the role description and a description of the people required for these roles.

First Bank of Nigeria

With over 12 million active customer accounts and more than 750 business locations, FirstBank provides a comprehensive range of retail and corporate financial services to customers and investors wishing to explore the vast business opportunities available in Nigeria and their business locations across Africa, Europe, Middle East and Asia. To live their promise of 'YOU First', they design products and services to support personal, family and business needs. Their array of products - cards, channels, transfer services, loans & advances, deposit products, guarantees, distributorship financing, cash management and foreign trade service - create convenience for their customers' transactions, empower their businesses and offer flexibility of choice. They are leveraging on technology to drive optimized and cost effective service delivery, enhance transaction efficiency, risk management as well as entrench collaboration, innovation and creativity across the group.

Founded in 1894 as The Bank for British West Africa, FBN Group's FirstBank was the very first banking institution to be established on the African continent. FirstBank has been named "The Best Bank Brand in Nigeria" six times in a row - 2011, 2012, 2013, 2014, 2015, 2016 - by the globally renowned "The Banker Magazine" of the Financial Times Group; and "Most Innovative Bank in Africa" in the EMEA Finance African Banking Awards 2014. Their brand purpose is to always put its customers, partners and all stakeholders at the heart of their business. They are poised to standardize customer experience and excellence in financial solutions across Sub Saharan Africa, in consonance with their brand vision "To be the partner of first choice in building your future".

Change and Transformation related roles

FirstBank has been embarking on a wide ranging change and transformation program covering all aspects of the banks operations, its engagement with customers and the technology underpinning all its functions. In line with this drive, the Bank is looking to fill the following positions:

- Head of Strategy.
- Strategy Execution and Transformation Senior Manager.
- Organizational Change Management Senior Manager.
- Enterprise Data, Analytics and Business Intelligence Senior Manager.
- Chief Enterprise Architect.

Role responsibilities and Person Specifications

The role responsibilities and person specifications for these roles are set out in the appendix to this document.

Reporting arrangements

The reporting arrangements for the roles are as follows:

- Head of Strategy - reports to the Chief Executive / Managing Director.
- Strategy Execution and Transformation Senior Manager - reports to the Group Head Corporate Transformation.
- Organizational Change Management Senior Manager -a reports to the Group Head Corporate Transformation.
- Enterprise Data, Analytics and Business Intelligence Senior Manager - reports to the Group Executive Chief Financial Officer.
- Chief Enterprise Architect - reports to the Group Executive Technology & Services.

Location and travel

These positions are based full-time in Lagos, Nigeria. There is clear expectation that these persons will travel extensively throughout Nigeria as a normal part of the role, and possibly to other geographies where the bank has operations.

Remuneration

There is flexibility with regard to remuneration and the nature of the package. The overall package covering guaranteed salary, bonus and benefits will be discussed with individual candidates through the hiring process.

Further information

Rockpools has been retained to recruit to these roles. For a further discussion, contact:

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APPENDIX

Roles and Responsibilities

The role responsibilities and person specifications for each of the roles are set out in the following pages.

Head of Strategy

Role responsibilities

The responsibilities of the Head of Strategy are as follows:

- Support the Chief Executive / Managing Director and the Executive team to determine the overall strategic vision and direction for FirstBank.
- Work with the Executive team to ensure the setting and delivery of vision, strategy and business plans for each of the bank's divisions in Nigeria.
- Work also with Country Managers of FirstBank operations in other countries to ensure their strategy and business plans are set and are in accordance with the overall strategy of the bank.
- Ensure appropriate systems for monitoring, feedback and evaluation of performance against strategic plans are in place.
- Lead on specific projects as directed by the Chief Executive / Managing Director with regard to researching potential new markets by geography and service offerings.
- Ensure the strategic vision and direction for FirstBank is articulated effectively through the communications and marketing activities of the bank.
- Liaise as necessary with other senior strategy focused financial services industry figures in Nigeria and in key markets of FirstBank's operations where industry-wide matters including those concerned with reputation, advocacy and lobbying.
- Ensure mechanisms are in place for the strategic vision and direction of FirstBank to be communicated and understood by employees and are reflected in the behavioural values expected in and demonstrated by employees.
- Keep abreast of new developments and trends in financial services including relating to technology, e-commerce, data analytics and regulation to enable FirstBank to stay ahead and indeed lead on changes within the financial services sector.
- Lead project teams typically on a virtual basis concerned with specific initiatives related to strategy.
- Represent the bank in various arenas where communication of FirstBank's strategy and values are required.

Person specification

Person Specification for the Head of Strategy is as follows:

- Sound experience of the financial services industry ideally across the range of all of bank's core functions.
- Well versed in business strategy ideally in relation to financial services and drawn from senior experience in strategy roles in the banking sector or from working in a major consulting / professional services firm.

- Experience of leading teams including virtual teams where leadership is through persuasion and engagement rather than through formal reporting channels.
- Demonstrable change management orientation in relation to how operations and / or projects have been led and run.
- Strong engagement and persuasion skills as expressed in verbal and written presentation and communication skills.
- High level of emotional intelligence with regard to reading individual, team, and client dynamics and motivations.
- Strategic foresight and an enthusiasm for embracing new developments and trends relating to business efficiency and customer experience.
- An understanding of the impact of technology on business and operations (particularly in financial services) as a source of competitive advantage for the bank and enhanced services for customers.
- Ability to read and comprehend financial information.
- Able to handle multiple responsibilities and projects, and distil and advise on priorities when considering competing options.
- Demonstrable attention to ethics and being values driven in professional and personal conduct.
- Ability to work effectively and with impact in Nigeria drawn from working in Nigeria, and / or working in other emerging markets, and / or showing strong affinity to Nigeria through personal and business links and heritage.

Strategy Execution and Transformation Senior Manager

Role responsibilities

The responsibilities of the Strategy Execution & Transformation Senior Manager are as follows:

- Work with the Group Head Corporate Transformation and colleagues in determining the work programme and priorities for the change & transformation program of the bank.
- Provide subject matter expertise and technical leadership across the key levers of the Bank's strategic plan - Customer & Market Strategy, Cost Efficiencies, Process Excellence, Risk Management, People and Organization Effectiveness.
- Ensure well-resourced program management office arrangements are made for the overall change and transformation program.
- Ensure the appropriate use of program and project management systems (including the use of technology) to enable clarity and transparency in the delivery of project outcomes, and the reporting of progress.
- Ensure appropriate governance arrangements are in place and are well understood for each project with relevant project sponsors, leaders and team members.
- Ensure each project team is appropriately resourced and briefed to fulfil their responsibilities as part of the overall change and transformation program.
- Where appropriate play a direct role in key project teams where the individual brings specific expertise and insight.
- Ensure appropriate systems for monitoring, feedback and evaluation of performance for each project team are in place.
- Where challenges are faced in achieving set milestones and outcomes, determine and implement solutions, and where appropriate make recommendations to the Group Head Corporate Transformation on how to resolve such challenges.
- Where projects teams involve representatives from external organisations including consultancies / professional services firms, ensure the teams are working collaboratively while also ensure that external organisations are working to their briefs.

Person specification

The Person Specification for the Strategy Execution & Transformation Senior Manager is as follows:

- Sound experience of the financial services industry ideally across the range of all of bank's core functions.

- Well versed in program and project management methodologies and approaches ideally in relation to financial services and drawn from senior experience in strategy roles in the private sector or from working in a major consulting / professional services firm.
- Experience of coordinating diverse teams drawing on skills of persuasion and engagement as well as formal reporting arrangements.
- Demonstrable change management orientation in relation to how operations and / or projects have been led and run.
- Strong engagement and persuasion skills as expressed in verbal and written presentation and communication skills.
- High level of emotional intelligence with regard to reading individual, team, and client dynamics and motivations.
- Business foresight and an enthusiasm for embracing new developments and trends relating to business efficiency and customer experience.
- An understanding of the impact of digital transformation and technology on business and operations (particularly in financial services) as a source of competitive advantage for the bank and enhanced services for customers.
- Ability to read and comprehend financial information.
- Able to handle multiple responsibilities and projects, and distil and advise on priorities when considering competing options.
- Demonstrable attention to ethics and being values driven in professional and personal conduct.
- Ability to work effectively and with impact in Nigeria drawn from working in Nigeria, and / or working in other emerging markets, and / or showing strong affinity to Nigeria through personal and business links and heritage.

Organizational Change Management Senior Manager.

Role responsibilities

The responsibilities of the Organizational Change Management Senior Manager are as follows:

- Work with the Group Head Corporate Transformation and colleagues in determining the work programme and priorities for the change & transformation program of the bank.
- Develop and maintain a clear work program of organizational and change management projects for the bank covering the key components of a fit for purpose OCM framework - stakeholder engagement & communications, business impact analysis & organization realignment, training, deployment, user adoption, value and benefits realization, and sustainability.
- Play a leading role in collaboration with the relevant Executive team members in determining organizational structure for areas of business undergoing organizational change including the development of organizational charts, reporting lines, accountabilities, and people resources required.
- Work with the Strategic Execution and Transformation Senior Manager to ensure project teams for organizational change projects are appropriately resourced.
- Ensure the appropriate use of project management systems (including the use of technology) to enable clarity and transparency in the delivery of organizational change project outcomes, and the reporting of progress.
- Where appropriate play a direct ad leading role in key project teams where there is greater level of complexity and / or sensitivity, or where organizational change involves more than one business unit.
- Ensure appropriate systems for monitoring, feedback and evaluation of organizational change outcomes are in place.
- Where challenges are faced in achieving set organizational change milestones and outcomes, determine and implement solutions, and where appropriate make recommendations to the Group Head Corporate Transformation on how to resolve such challenges.
- Where projects teams involve representatives from external organisations including consultancies / professional services firms, ensure the teams are working collaboratively while also ensure that external organisations are working to their briefs.

Person specification

The Person Specification for the Organizational Change Management Senior Manager is as follows:

- Sound experience of the financial services industry ideally across the range of a bank's core functions.
- Well versed in leading and coordinating major organizational change programs ideally in relation to financial services and drawn from senior experience in organizational change in the private sector or from working in a major consulting / professional services firm.
- Experience of coordinating diverse teams drawing on skills of persuasion and engagement as well as formal reporting arrangements.
- Demonstrable change management orientation in relation to how operations and / or projects have been led and run.
- Strong engagement and persuasion skills as expressed in verbal and written presentation and communication skills.
- High level of emotional intelligence with regard to reading individual, team, and client dynamics and motivations.
- Business foresight and an enthusiasm for embracing new developments and trends relating to business efficiency and customer experience.
- An understanding of the impact of technology on business and operations (particularly in financial services) as a source of competitive advantage for the bank and enhanced services for customers.
- Ability to read and comprehend financial information.
- Able to handle multiple responsibilities and projects, and distil and advise on priorities when considering competing options.
- Demonstrable attention to ethics and being values driven in professional and personal conduct.
- Ability to work effectively and with impact in Nigeria drawn from working in Nigeria, and / or working in other emerging markets, and / or showing strong affinity to Nigeria through personal and business links and heritage.

Enterprise Data, Analytics and Business Intelligence Senior Manager.

Role responsibilities

The responsibilities of the Enterprise Data, Analytics and Business Intelligence Senior Manager are as follows:

- Work with the Chief Financial Officer and colleagues in determining the work program and priorities for developing a comprehensive approach to data analytics and business intelligence across the bank.
- Develop a clear understanding of how the bank currently collects and manages data, and harnesses it for business insight including identifying areas of good practice that have the potential for wider application across the bank.
- Work with each member of the Executive Team to agree an overall strategy for harnessing data beyond transactional purposes, and dealing with concerns relating to customer confidentiality and data privacy.
- Identify options for bank-wide technology solutions and platforms for enabling data analytics and business intelligence, and interacting with existing bank technology platforms.
- Research and draw on best practice with regard to data analytics and customer information from experience of other sectors including in e-commerce, insurance and consumer goods to inform transformative approaches for the bank in this arena.
- Lead on the implementation of an agreed strategy for data analytics and business intelligence including the possible handling of the procurement of third party technology solutions providers and implementers, and the need for upskilling of employees or creating new teams to deliver on customer insight and wider business information strategies.
- Act as an evangelist for the role of data analytics and business intelligence to help senior managers in the bank understand the commercial value of this disruptive approach to business and customer data.
- As the data analytics and business intelligence strategy is being implemented, identify and publicise within the bank successful uses of this to enhance business performance and customer services.
- Enable the transition of data analytics and business intelligence activity from being a change initiative to being a business-as-usual function of the bank.

Person specification

The Person Specification for the Enterprise Data, Analytics and Business Intelligence Senior Manager is as follows:

- Ideally experience of the financial services industry from working within it or working in a consulting capacity to it.
- Well versed in the business opportunities presented by a strategic approach to data analytics and business intelligence, and how to realize them.

- Experienced in leading and coordinating change relating to how organizations harness data analytics and business intelligence for business and customer benefit either from working within an organization or from being in a consulting capacity.
- Experienced in working in the technology sector or in a technology function, and well abreast of developments with regard to data analytics and business intelligence as applied to business.
- Demonstrably cognizant of the challenges and solutions relating to data security and privacy inherent in developing strategic approaches to data analytics and business intelligence.
- Experience of coordinating teams drawing on skills of persuasion and engagement as well as formal reporting arrangements, and with the capacity to lead a data analytics function.
- Strong engagement and persuasion skills as expressed in verbal and written presentation and communication skills.
- High level of emotional intelligence with regard to reading individual, team, and client dynamics and motivations.
- Business foresight and an enthusiasm for embracing new developments and trends relating to business efficiency and customer experience.
- Ability to be an evangelist for data analytics and business intelligence as a source of competitive advantage for the bank and enhanced services for customers.
- Ability to read and comprehend aggregate financial and consumer information.
- Able to handle multiple responsibilities and projects, and distil and advise on priorities when considering competing options.
- Demonstrable attention to ethics and being values driven in professional and personal conduct.
- Ability to work effectively and with impact in Nigeria drawn from working in Nigeria, and / or working in other emerging markets, and / or showing strong affinity to Nigeria through personal and business links and heritage.

Chief Enterprise Architect.

Role responsibilities

The responsibilities of the Chief Enterprise Architect are as follows:

- Work with the Group Executive Technology & Services to determine an enterprise architecture strategy for the bank.
- Develop a clear understanding of current technology architecture used by the bank, its subsidiaries and its overseas entities, and the outcomes of recent work done with an external management consultancy regarding technology systems to enable overall change and transformation for the bank.
- As required, should such analysis determine the need for a new enterprise architecture model for the bank develop a specification that clearly articulates the requirements such that a procurement exercise can be done to appoint a technology solutions company and a systems integrator.
- Work collaboratively with the bank's procurement function to handle any procurement exercise and manage the contracts that emanate from that to achieve the agreed outcomes.
- Ensure that the enterprise architecture model determined for the bank fulfils a range of corporate objectives including in relation to collaboration across the bank, data analytics and business intelligence (particularly with regard to financial and customer data), and employee data and HR management.
- Liaise regularly with the Executive team to ensure that there is ongoing commitment to and understanding of the drivers for change and outcomes being achieved through improved enterprise architecture, with regular reports on progress and updates, communicated in terms of business benefits not just technical content.
- Research and draw on best practice with regard to enterprise architecture from other sectors including those with high transaction volumes, a range of business units and overseas operations to inform transformative approaches for the bank in this arena.
- Determine the ongoing organisational structure at the bank for managing a revised enterprise architecture including the appropriate in-house team and outsourced resource.
- Manage an enterprise architecture team ensuring there is flexibility in skills and experience levels to respond to changing circumstances, and new developments in the bank requiring adaptations to enterprise architecture.

Person specification

The Person Specification for the Chief Enterprise Architect is as follows:

- Experience of the financial services industry from working within it or working in a consulting capacity to it.

- Experience of leading an enterprise architecture function within a large and complex multi-country organization.
- Experienced in leading and coordinating change relating to an enterprise wide approach to technology architecture either from working within an organization or from being in a consulting capacity.
- Experienced in working in the technology sector or in a technology function and well abreast of developments with regard to enterprise architecture as applied to business.
- Demonstrably cognizant of the challenges and solutions relating to enterprise architecture in the context of changing business requirements including on data security, privacy and regulation.
- Experience of coordinating teams drawing on skills of persuasion and engagement as well as formal reporting arrangements, and with the capacity to lead an enterprise architecture function.
- Strong engagement and persuasion skills as expressed in verbal and written presentation and communication skills.
- High level of emotional intelligence with regard to reading individual, team, and client dynamics and motivations.
- Business foresight and an enthusiasm for embracing new developments and trends relating to business efficiency and customer experience.
- An ability to be an evangelist for effective enterprise architecture deployment as a source of competitive advantage for the bank and enhanced services for customers.
- Ability to read and comprehend aggregate financial and consumer information.
- Able to handle multiple responsibilities and projects, and distil and advise on priorities when considering competing options.
- Demonstrable attention to ethics and being values driven in professional and personal conduct.
- Ability to work effectively and with impact in Nigeria drawn from working in Nigeria, and / or working in other emerging markets, and / or showing strong affinity to Nigeria through personal and business links and heritage.