

POSITION DESCRIPTION

Position title	Head of Business Release & Adoption
Division	Business Banking & Agribusiness (B&A)
Department	Strategy, Transformation, Execution & Performance (STEP) Team
Direct Reports	13 (may flex up with investment funding)

Our culture and values

At BEN, we're creating a culture we can continue to be proud of; one that will help us reach new heights. We have a clear strategy, values and behavioural expectations that guide the way we work and our actions and decisions, allowing us to deliver a better experience and have a bigger impact every day.

We strive to **make a difference** through our work, creating a positive impact for our customers, communities, shareholders and each other. To achieve this, we **find the right way** in making balanced decisions and considering the risk and reward of any given situation. We **own it** by taking initiative and committing to our decisions to deliver better outcomes and we seek to be **better together** by being empowered, speaking up and continuously learning, growing and improving together.

Together, we work collaboratively and efficiently to deliver sustainable outcomes and seek better ways of doing things via our four critical behaviours: **act commercially; move fast to help customers achieve their goals; recognise people for their impact; and actively challenge the status quo.**

Leaders drive our strategy, culture and performance. They set the tone for our people through modelling our values and behaviours, rewarding people for their impact, and holding people to account when behavioural expectations are not met. Every day, great leaders take actions through every interaction and every decision to **drive strategy and own change, cultivate growth mindsets, be accountable and empower others** and **take action, balancing risk and reward.**

These values and behaviours are at the core of who we are and form the expectation of the behaviours we adopt every day.

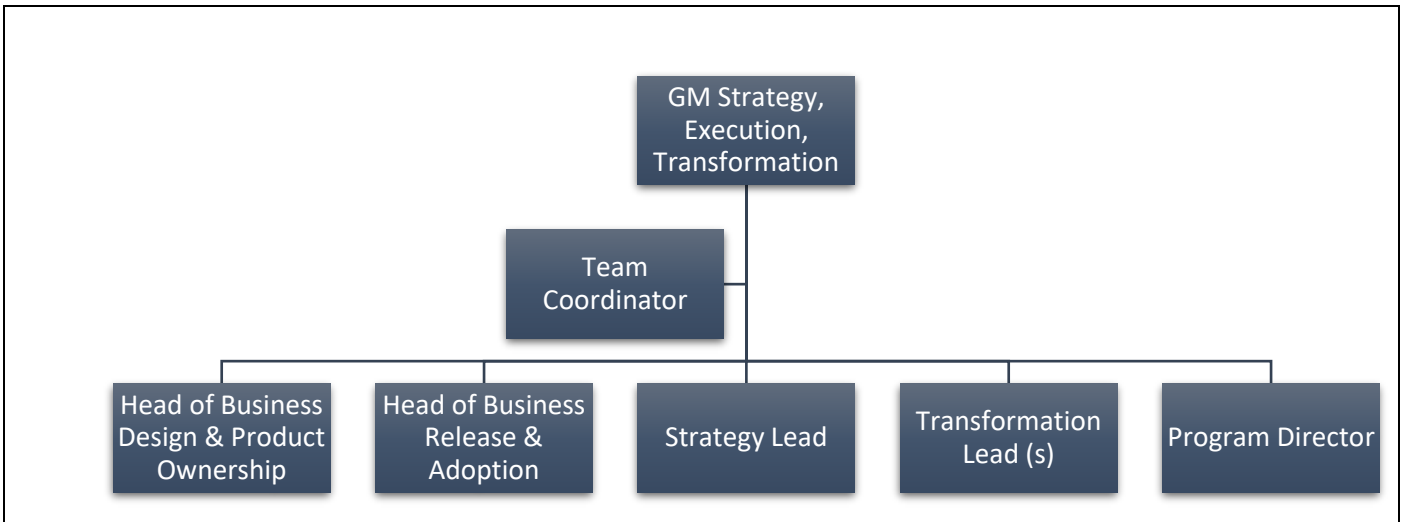
ROLE PROFILE

Your division, your team

The Bank is in the midst of an enterprise-wide transformation, and as part of this, the Business Banking & Agribusiness division is pursuing a range of opportunities to improve the business customer experience, our management of risk, the efficiency of our business model and our financial contribution to the Group.

The STEP Team provides an internal consulting capability with specialised technical expertise responsible for:

- Customer strategy;
- Designing our future customer experiences and implementing target state operating models;
- Strategic planning, prioritisation and sequencing;
- Business release management, readiness and adoption.



The purpose of your role

As the Head of Business Release and Adoption you will be accountable for:

Strategic Planning, Prioritisation & Sequencing

- Planning, prioritising and managing the Divisional central backlog of change and associated forums.
- Supporting informed decision-making and trade-off calls by the B&A Senior Leadership Team on the quantum of change that can be driven / received by the Division.
- Work with stakeholders to establish a sustainable programmatic business release cycle for iterations of all B&A-specific SaaS platforms.
- Support quantitative and qualitative analysis to determine desirability and feasibility of proposed changes.

Business Implementation

- Programming and mobilising B&A staff input and resources for charters and initiatives.
- Running and optimising the B&A Change Adoption Network (CAN).
- Managing implementation, embedment and adoption of new tools, processes, value propositions and ways of working, ensuring optimal benefit realisation.

Senior Stakeholder Transformation Engagement

- Drive a business-lead, IT-enabled approach to transformation to accelerate value growth.
- Translating the B&A customer transformation vision and roadmap into artefacts consumable by senior leaders, Executive and Board stakeholders to support decisions on prioritisation and implementation.
- Designing and leading the divisional transformation engagement plan.
- Preparing STEP business unit plans and support regular reporting on progress to plan, ensuring they reflect a holistic picture of change by working with enterprise support and risk teams to amalgamate an understanding of discretionary and mandatory initiatives.
- Engaging stakeholders by developing a compelling ongoing transformation narrative for use in staff onboarding, training, and comms.
- Working with senior stakeholders across B&A and the Group in the shaping and delivery of initiatives that affect B&A, managing interdependencies and surfacing roadblocks for effective decision-making.

Quantitative Modelling & Scenario Planning

- Quantitative modelling and measurement of transformation scenarios to inform prioritisation and sequencing.
- Analysis of business value pools and transformation impact along end-to-end value chains.
- Tracking of adoption and benefit realisation.
- Orchestration of business and transformation target setting to drive overall return on investment consistent with Group and Divisional strategic planning.

- Provision of advice and internal consulting services to BEN Senior Leadership on prioritisation of value levers and value creation.

Your core relationships

The HO Business Release & Adoption will report to the GM of Strategy & Transformation and will be a key member of an internal consulting capability.

The HO Business Release & Adoption will work closely with the extended STEP Leadership team, Charter Leads, Delivery Leads, Product Owners and Business Owners, Business Unit Heads/strategy leaders, Architecture team, Change, L&D and Org design teams, Finance Investment Planning team and peers across the enterprise. Senior stakeholder influencing and engagement is a key capability for this role.

ROLE ACCOUNTABILITIES

What you're accountable for

Leadership	<ul style="list-style-type: none"> • Act as a strategic advisor to the BBAB Senior Leadership on the formulation of transformation strategy and approach to execution. • Lead and provide strategic advice and counsel on sequencing and execution of initiatives to bring to life the B&A customer vision, strategy and roadmap. • Represent the STEP Team on Steering Committees, charter and business forums as required. • Support STEP preparation and act as custodian of STEP Business Unit plan and STEP staff engagement action and communications plans. • Support STEP talent management, onboarding processes and collaterals. • Development of self and others within the business, charter and enterprise.
Strategic Planning, Prioritisation and Demand Management	<ul style="list-style-type: none"> • Facilitate and support strategic planning workshops and activities as part of the quarterly, annual and periodic corporate planning cycle to extract ideas and initiatives from business strategies and draw strategic linkages • Lead the planning phase for individual initiatives to ensure ideas are well formed into initiatives and the T-shirt sizing and cost of delivery is accurately estimated (within the bounds of lifecycle stage of the initiative), and a picture of investment demand can be built to enable strategic choices/trade-offs to be made and total demand aligned with appetite. • Work with the Head of Business Design & Product Ownership to ensure alignment of recommended investments with the overall target operating model and CX target state. • Pressure test initiative objectives and outcomes against the strategic plan. • Lead B&A transformation financial planning for STEP, collaborating with Technology & Transformation to ensure STEP team budgets and forecasts are maintained and in line with Charter finances, finance policy and process.
Business Implementation	<ul style="list-style-type: none"> • Programming and mobilising B&A staff input and resources for charters and initiatives. • Running and optimising all implementation forums and interest groups, such as the B&A Change Adoption Network (CAN). • Managing implementation, embedment and adoption of new tools, processes and ways of working, ensuring optimal benefit realisation.

Frameworks & Tools	<ul style="list-style-type: none"> • Cascade enterprise planning frameworks, processes, templates, training guides etc, and ensure divisional adoption of EDF@BEN, project governance and assurance frameworks. • Ensure divisional approaches align with enterprise Technology & Transformation guidelines and Group policies. • Ensure appropriate business forums and representation are in place to support business decision-making, engagement, delivery and implementation within charters, programs and projects (includes decision rights, delegations etc.)
Quantitative Modelling & Scenario Planning	<ul style="list-style-type: none"> • Quantitative modelling and measurement of transformation scenarios to inform prioritisation and sequencing. • Formulate transformation business cases. • Design market research, collect data and utilise data and analysis to provide recommendations on strategic options. • Analysis of transformation impact along end-to-end value chains. • Tracking of adoption and benefit realisation. • Transformation target setting. • Developing and implementing transformation measurement tools, approaches and frameworks to deliver an alignment of business and customer strategies to Divisional, STEP and individual objectives. • Support the formulation of strategy and data-driven business decision making with analytical insights and through direct engagement with internal partners and external partners. • Complement and enhance Group insights and capabilities by leveraging same to deliver transformation analytics tailored for the purpose of the Division. • Introducing new and creative analytical tools leveraging the capabilities of B&A SaaS platforms and Group investments in GCP Lakehouse to generate and deliver optimal outcomes for the business, partners and customers.
Business relationships	<ul style="list-style-type: none"> • Build effective relationships with senior stakeholders across the organisation • Develop and leverage strong relationships with B&A senior leaders, Corporate Strategy, Charter Leads, Product & Business Owners, Group Finance, Technology & Transformation and other key senior stakeholders to effectively shape and influence ideas into initiatives. • Develop and leverage strong relationships with Transformation delivery team members, Technology practice leaders and other key stakeholders across the enterprise involved in supporting the execution of the Transformation program to obtain appropriate input to solve problems and shape design and estimates. • Foster collaboration across key business, Finance and Technology & Transformation relationships and build trust to generate better outcomes • Role model excellent interpersonal style, integrity and professionalism

Your knowledge, skills and experience

Knowledge & skills	<ul style="list-style-type: none"> • Strong knowledge of the financial services and banking industry, financial services products, operating models, frameworks, channels, competitive dynamics and customer behaviour trends. • Strong strategic planning, consulting, coaching and facilitation skills. • Demonstrated experience in creating enterprise level status reports for executive leadership teams, board and senior stakeholders covering lead and lag indicators including scope, schedule, costs, risks, issues, dependencies and assumptions. • Working knowledge of bank IT architecture and technology platforms and applications. • Demonstrated experience of: <ul style="list-style-type: none"> ○ Portfolio Management ○ Program / project management ○ Target and forecasting processes ○ Management and Board reporting • Possess a strong ability to bring a customer story to life through effective visual communication and engagement. • Exceptional verbal and written communications skills. • Advanced problem solving, analytical and numerical skills with background in analytics complemented by a pragmatic ability to translate numbers into insights and action. • Can operate and adapt well in a physical or digital workshop environment.
Relevant experience	<ul style="list-style-type: none"> • Minimum of 10 years' post-qualification experience in a commercial environment • Minimum 5 years' experience in financial services, ideally in the banking industry • Preferred 5 years' experience in consulting • Demonstrated experience in strategic planning, implementation or adoption functions • Demonstrated experience in working in a large, complex and commercial environment • Demonstrated experience in successfully influencing senior stakeholders

Your qualifications and certifications

- Minimum Bachelors degree in Commerce/Business/Accounting or related discipline.
- Preferred qualifications and / or practical experience in IT, program delivery or change management.
- Familiarity with Agile operating models, practices and ceremonies.

Risk responsibility

Ensure all work practices are conducted in accordance with all Bank compliance requirements, as specified in Bank policy, corporate and business unit procedures and identify and report instances of non-compliance appropriately.

CAPABILITY PROFILE

Key people capabilities

Work Collaboratively	Embrace Change
Strengthen Relationships	Drive Results

People capability profile

<p>Learn Every Day Is curious, drives development, and embraces feedback to build capability.</p> <p>Advanced</p>	<p>Work Collaboratively Actively encourages a collaborative working environment by building sustainable connections with team members, customers, communities, and stakeholders to deliver shared outcomes.</p> <p>Expert</p>	<p>Drive Digital Develops and applies an understanding of digital tools, products, services, policies, and outcomes and uses digital to drive growth, change and improvement for our team members, customers, communities, and stakeholders.</p> <p>Advanced</p>
<p>Embrace Change Demonstrates a growth mindset, resilience, and confidence to work in ambiguity while embracing our changing environment.</p> <p>Expert</p>	<p>Strengthen Relationships Builds and maintains authentic relationships and influences others by actively listening, expressing thoughts, sharing information, and adapting their communication style.</p> <p>Expert</p>	<p>Apply Business Acumen Role models behaviours in line with our values and behaviours, complies with the Code of Conduct and applies understanding of finance, risk, people, and customer pillars.</p> <p>Advanced</p>
<p>Critical and Creative Thinking Analyses and evaluates information and situations to generate new ideas and effectively solve problems.</p> <p>Advanced</p>	<p>Grow Others Encourages others to grow by sharing ideas, providing feedback, and celebrating success. Contributes to an inclusive workplace and culture where everyone feels safe, valued, and respected.</p> <p>Advanced</p>	<p>Drive Results Acts proactively and with integrity. Thinks ahead to plan and drive performance.</p> <p>Expert</p>
<p>Embrace Risk Ownership Cultivates an ownership and responsibility mindset for their performance, business outcomes, risk management, and the impact of their decisions.</p> <p>Advanced</p>	<p>Considered Decision-Making Ensures compliance with regulations and standards and makes data-driven, informed decisions based on an understanding of risks in their role.</p> <p>Advanced</p>	<p>Continuous Improvement Challenges, evaluates, and improves processes and outcomes, while seeking new knowledge, skills, and insights.</p> <p>Advanced</p>

Role motivators

Challenge	Performing mentally stimulating work, solving complex and/or unfamiliar problems, stretching self intellectually.
Pressure	Working under time pressure and demanding deadlines.
Achievement	Gaining a sense of achievement, closure; seeing something through to completion; working towards attainable goals.