



**ICE
2022**

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GROWING NATIONS**



VENUE

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Port Harcourt, Rivers State

DATE

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Building a Learning and Listening Organization: A Leadership Responsibility

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Oluwafunke Amobi Chartered FCIPD

Oluwafunke Amobi is the Country Head, Human Capital for Stanbic IBTC Holdings Plc. (A member of the Standard Bank Group).

Standard Bank Group (SBG) is Africa's largest Banking Group ranked by assets and earnings. SBG is Headquartered in South Africa with operations in 18 African countries and 13 outside Africa including key financial centers in Europe, United States and Asia.

As Country Head of Human Capital, Funke has the responsibility for leading, defining and managing the Nigeria Human Capital strategy and the delivery of HC services, policies and programs across the Nigerian business. She is known for astutely aligning the Human Capital strategy to the Business strategy as well as shaping and driving organizational culture and employee engagement to improve business performance. Under her Leadership of the HR function, Stanbic IBTC has been consistently recognized with multiple awards for HR best practices in Nigeria; most notably the CIPM Best Practice Award for two consecutive years 2016 & 2017 as well as the HR Magazine Outstanding Employee Engagement Strategy Award for three consecutive years 2016, 2017 & 2018. N2growth Africa also recently recognized Stanbic IBTC Holdings as winner for the 2019 All Africa Customer and Employee Experience Award and 2019 All Africa Major Corporate Engagement Company of the Year Award

With over 25 years' experience in the human resources function, spanning across the telecommunications; oil and gas; and banking industries in Nigeria, Funke has a wealth of experience as a certified HR management practitioner, with a unique specialist depth in talent management and organization development. Before joining Stanbic IBTC, she was the General Manager, Organization and talent Development for MTN Nigeria Plc, a multinational market leader in the African telecommunications industry.

She holds a first degree in Economics from the University of Lagos Nigeria, where she graduated with a second class Honors Upper Division. Following the award of the prestigious British Chevening Scholarship in 2007, she proceeded to study for an MBA at the University of Lancaster, UK where she graduated with a Distinction and was awarded the Dean's prize. Funke also holds a Post Graduate Certificate in Talent and Career Management from the University of Surrey, United Kingdom and a Post Graduate Certificate in Organizational Development and Psychology of Change from the University of Bedfordshire, United Kingdom. Funke is a multiple award winner, she was a global finalist of the Professional Achievement Award in the 2015 UK Alumni Education Awards and was also awarded the 2015 HR Leader award in Nigeria by the HR People Magazine. In February 2017, Funke was recognized among the 100 most influential HR persons globally, the Award was presented at the 2017 World HRD congress held in Mumbai India and organized by Times ascent India. Most recently in 2019, Funke was named amongst Nigeria's #50 Top Corporate Women recognized for bringing distinct value to the workplace and she also emerged winner and was named 2019 All Africa Employee Engagement Professional of the Year.

With over 25 years' experience in the human resources function, spanning the telecommunications; oil and gas; and banking industries in Nigeria, Funke has a wealth of experience as a certified HR management practitioner, with a unique specialist depth in talent management and organization development. She is a much sought-after speaker nationally and internationally in Human Resources and management. She is also the Lead Lecturer for Organization Behavior & Management in the Executive MBA Faculty of the University of Ibadan Nigeria, Nigeria's premier University. In 2016, She was appointed to the Dean's Council/Advisory Board of Lancaster University Management School UK (LUMS).

Funke is a Chartered Fellow of the Chartered Institute of Personnel Development (CIPD) United Kingdom, Member of the Chartered Institute of Personnel Management Nigeria and the Society of Human Resource Management (SHRM) USA where she served as a subject matter expert.

As a part of her social responsibility commitments, Funke serves as Chairperson of the TREM Career Academy a non-for-profit enterprise focused on tackling unemployment by raising the employability bar for the Nigerian youth. She also sits on the boards of Women in Successful Careers (WISCAR) a non-for-profit women empowerment organization and Junior Achievement Nigeria (JAN), a part of Junior achievement Worldwide empowering students on financial literacy, work readiness and entrepreneurship through experiential and hands-on programs.

Funke is a non-executive director of Stanbic IBTC Asset Management Limited and She is married to Fred and they are blessed with a Son.



**Regional Head People & Culture
Nigeria and West Africa
Standard Bank**

Outline



- 1 Today's Realities for Organizations**
- 2 The Case for Learning & Listening Organizations**
- 3 Exploring the Concept of Learning & Listening**
- 4 Key Elements of Learning and Listening Organizations**
- 5 The Role of Leadership**
- 6 Call to action**

We live in a rapidly Changing World

Today's Realities.....

V₄

U₁

C₃

A₁

Volatility

Uncertainty

Complexity

Ambiguity

Today's Realities.....



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Macro-economy changes

Globalization & Hyper-competition



Changing Consumer Preferences

FUTURE OF WORK IS HERE!

INDUSTRY 4.0

Technological Disruptions

Changing Employee Needs

The Case for Learning & Listening Organizations

Organization's Response to Today's Realities.....

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LISTEN



What does this mean?



Rapid and regular organizational change is the new normal in many industries today

Successfully navigating change is HR's mandate

Leveraging learning and listening is a Leadership Responsibility

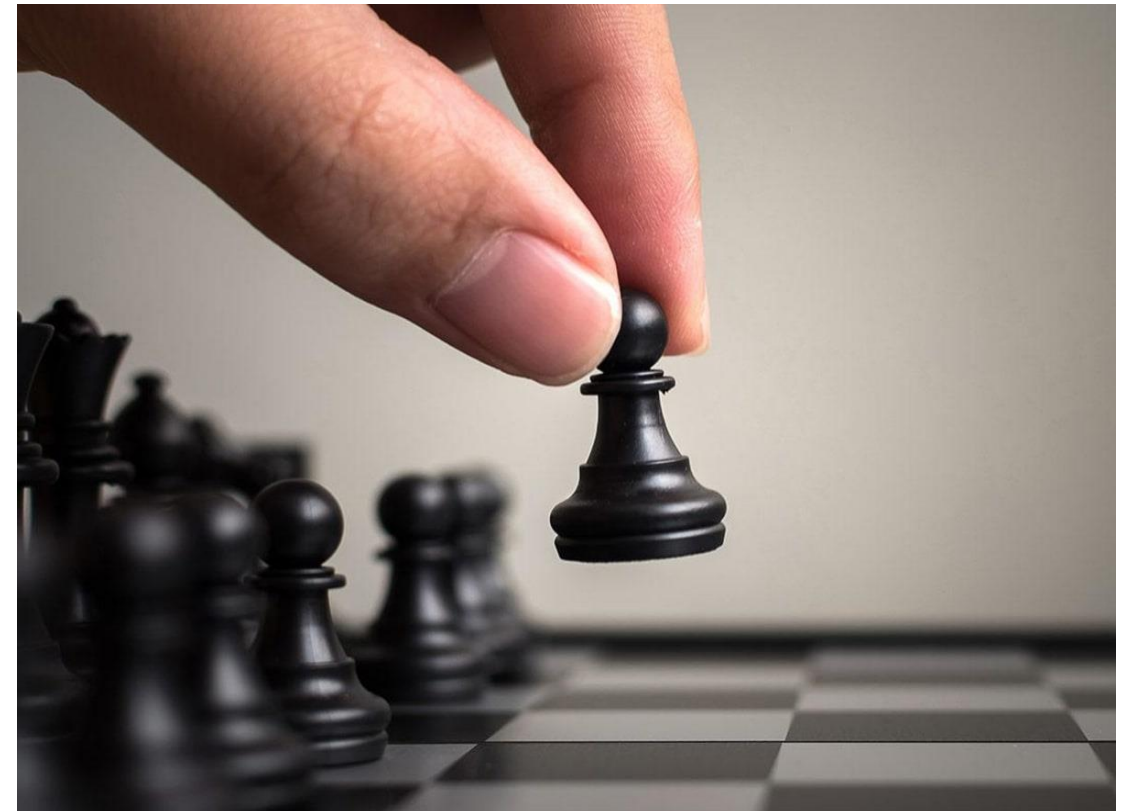
The Case for Learning & Listening Organizations

An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage. *Jack Welch*

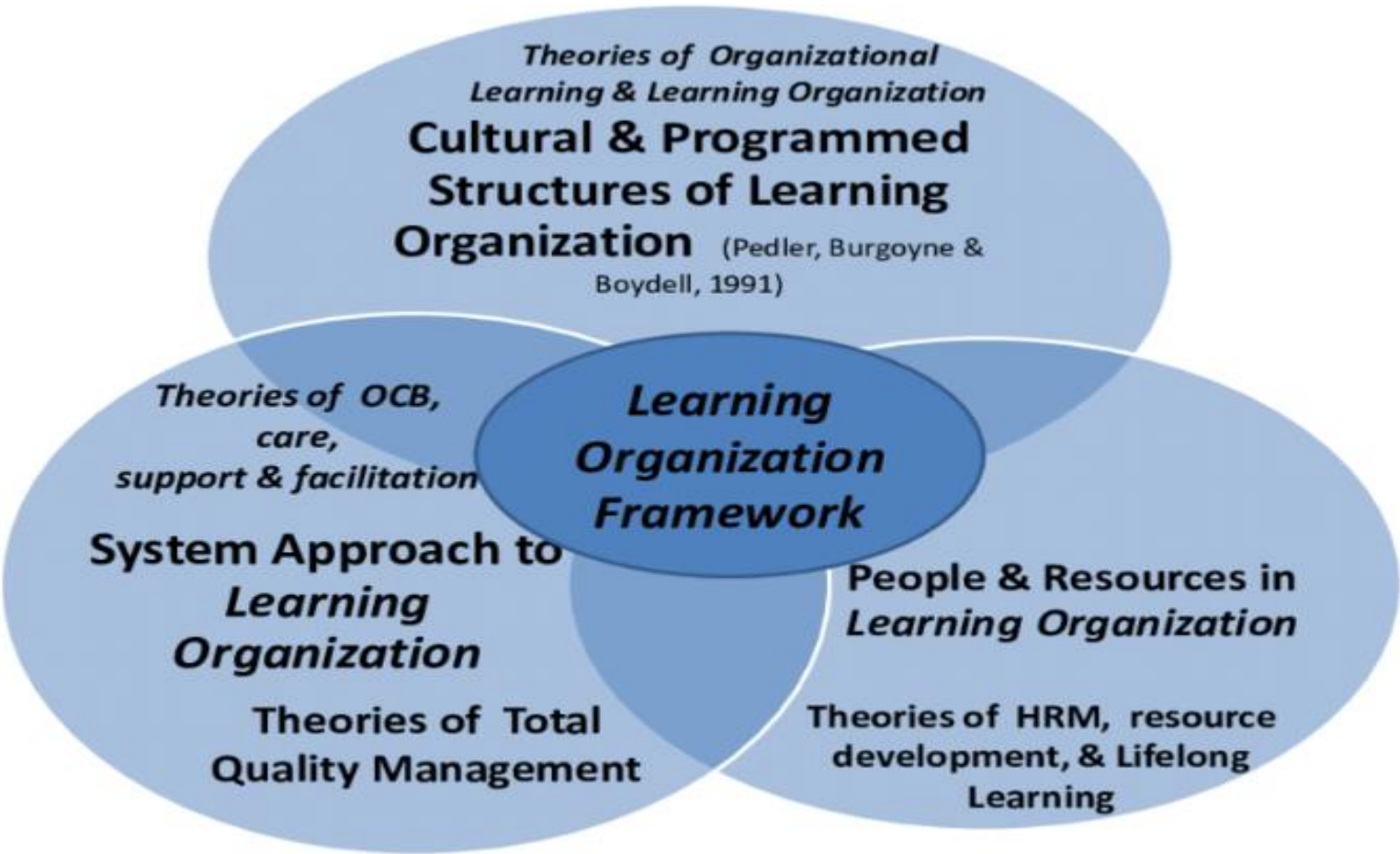
Provides a unique competitive advantage – Products, services, processes etc can be copied, but if your rate of learning surpasses that of competition it gives you an edge

Accelerates organizational transformation – Our fast-changing, Rapid rate of change, at a dizzying pace, AI, Machine Learning, Big Data, Internet of things all with ever increasing customer needs.

Builds organizational resilience – In a world filled with uncertainty, e.g., COVID and other pandemics, Russia/Ukraine etc. Organizations rely on learning to respond quickly and proactively



Exploring the Concepts.....



Framework of a learning organization integrating theoretical outline towards system approach, resources and organizational culture.

Create continuous
learning opportunities

Provide strategic
**leadership for
development and
learning**

Provide **inquiry
and dialogue**

Connect the
organization to
its **environment**

Encourage
collaboration and
team learning



Empower people to a
collective vision

Create systems to
capture and **share
learning**

Exploring the Concepts.....

“Learning organizations are described as a place where people continually expand their capacity to create the results, they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.” (Senge, 1990).

Learning organizations are very good at doing two things:

1

- Creating
- Acquiring
- Interpreting
- Transferring and
- Retaining Knowledge

2

Modifies its behavior in response to those new knowledge

Learning organizations work with new ideas. They act on knowledge as a basis for responding to our fast-changing environment

Exploring the Concepts.....

Learning & Listening Organizations



“Organizational learning is the process of creating, retaining, and transferring knowledge within an organization” - Wikipedia

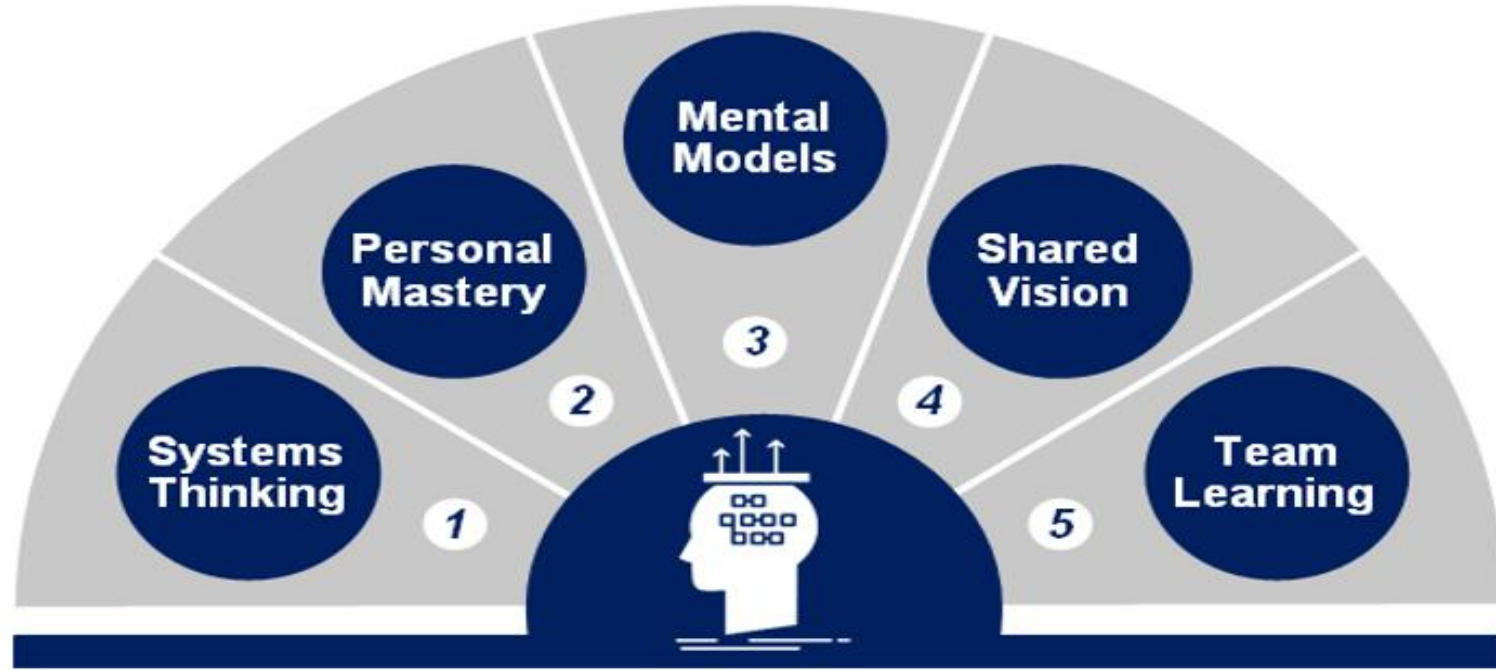
“A learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.” – DA Gavin

A Learning Organizations holds a set of 5 key traits that distinguishes it from the rest

5 Core Characteristics – Overview

Learning Organizations possess 5 key attributes, which serve as the guiding principles and practices that these organizations study and integrate into their DNA.

A blend of these core characteristics helps organizations adopt a more interconnected way of thinking:



By adopting and mastering these core characteristics organizations become communities that employees can commit to.

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Exploring the Concepts.....

Learning & Listening Organizations

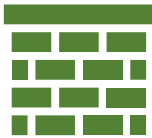


“Organizational listening is the process of understanding the thoughts and feelings of employees to create a better workplace” - Forbes

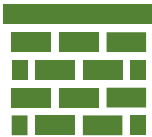
Building Blocks for Listening Organisations

- ✓ **CULTURE**
- ✓ **POLICIES**
- ✓ **POLITICS**
- ✓ **STRUCTURES & PROCESSES**
- ✓ **TECHNOLOGIES**
- ✓ **RESOURCES**
- ✓ **SKILLS**

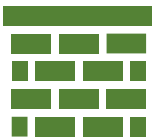
Building Blocks of a Learning and Listening Organisation



Promote a learning culture – According to CEB, a true learning culture is a culture that fosters an open mentality, an individual quest for knowledge, and shared learning aimed toward the organization’s vision and goals.



Create clear learning policies, principles and infrastructure – Building a listening and learning organisation requires a deliberate effort, what guides your learning initiatives, is the process around learning, what tools and platforms have you made available for employees



Leaders to continually reinforce learning – To build a learning and listening organisation, it is important that leaders continue to demonstrate behaviors that reinforces learning. Leaders must encourage dialogue by always giving a listening ear, leaders must also actively question and prompt debate that encourages team members to learn from each other.

The Role of Leadership.....

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The Role of Leadership.....



- What capabilities are essential for leaders to thrive in the face of changing business realities?
- How can leaders in today's business environment build learning and listening organizations whilst adding value?
- What really works?

The Role of Leadership

Three key leadership roles in the creation of a learning organization:

Designer

- Building a foundation of purpose and core values (governing ideas)
- Develop policies, strategies and structures that translate governing ideas in decisions
- Develop learning processes

Teacher

- Highlight team's mental models
- Enable individuals/teams achieve more accurate, more insightful and more empowering views of reality

Steward

- Commitment and responsibility for the vision
- Stewards of the vision: manage it for the benefit of others

The role of Leadership



75%

75% of US employees who have quit their jobs have done so to get away from their bosses
- Gallup

The role of the line manager key role in the entire employee experience. Driving a Learning and a listening organisation should focus on the local leader/line manager level where real work takes place rather than at the CEO and top leadership.

Leaders help create a supportive learning environment by –

- Fostering collaborative learning
- Communicating effectively
- Rewarding continuous learning
- Allowing room for generation of ideas
- Leading by example
- Most importantly ensuring psychological safety

The role of Leadership - Ensuring Psychological Safety

When employees feel comfortable asking for help, sharing suggestions informally, or challenging the status quo without fear of negative social consequences, organizations are more likely to innovate quickly, unlock the benefits of diversity, and adapt well to changes – Mckinsey (2021)

Leadership behavior that foster psychological safety

- Open dialogue
- Listening and acting with empathy
- High quality social relationships
- Openness/authenticity/vulnerability
- Build trust



Advantages of working in an organisation that listens

Growth

Employee Engagement

Improved Wellbeing

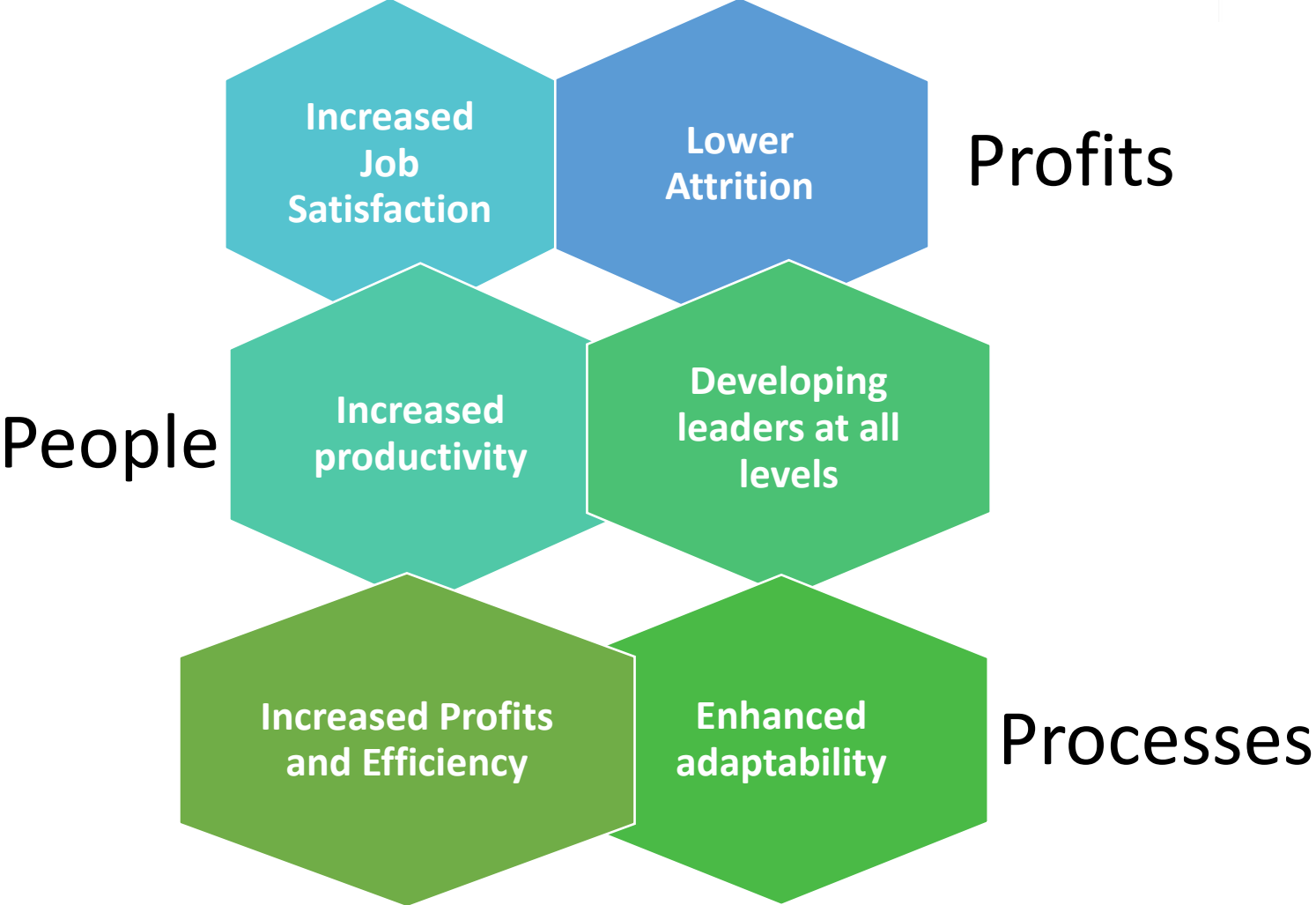
Personal Mastery

Fulfillment

Peak Performance

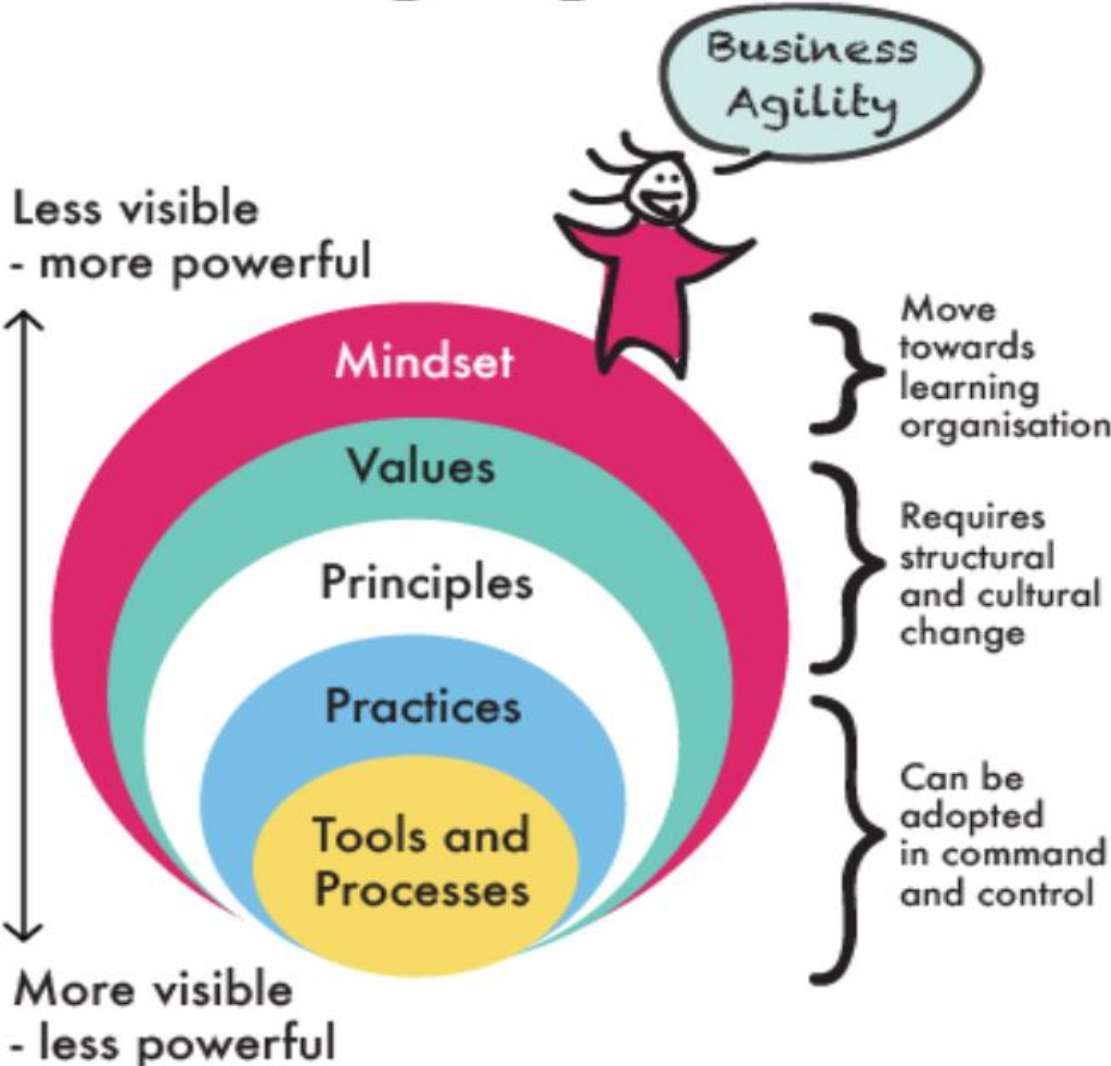


Benefits of Learning & Listening Organizations

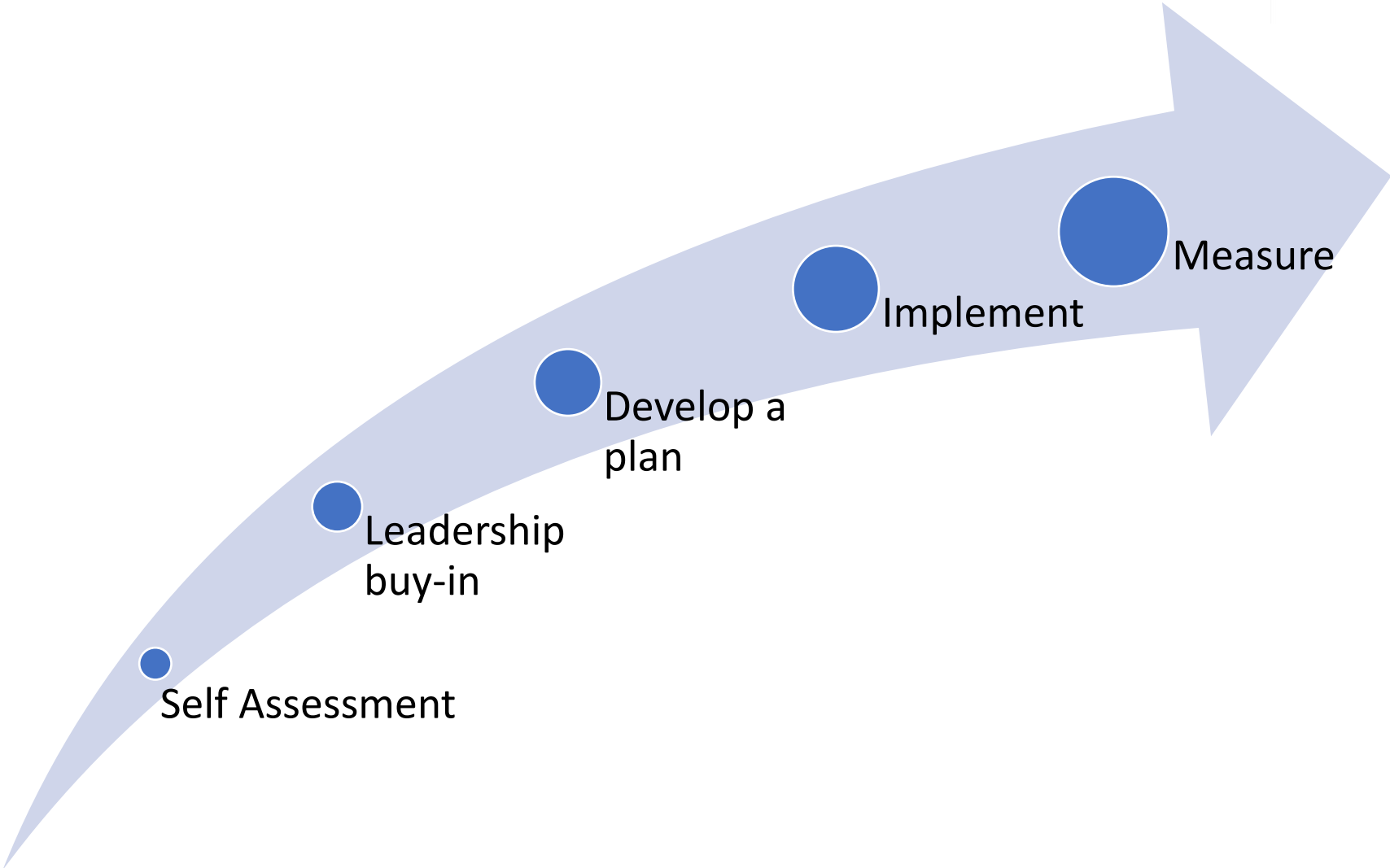


Benefits of Learning & Listening Organizations

Learning Organization



Building a Learning and Listening Organization



Call to action – How do we foster learning organizations with strong learning and listening capabilities

1. Assess your current state
2. Identify areas to improve
3. Create a short- and long-term implementation plan

The link below from Harvard provides a tool with questions you need to start considering as you assess your organisation.

https://hbs.qualtrics.com/jfe/form/SV_b7rYZGRxuMEyHRz?Q_JFE=qdg

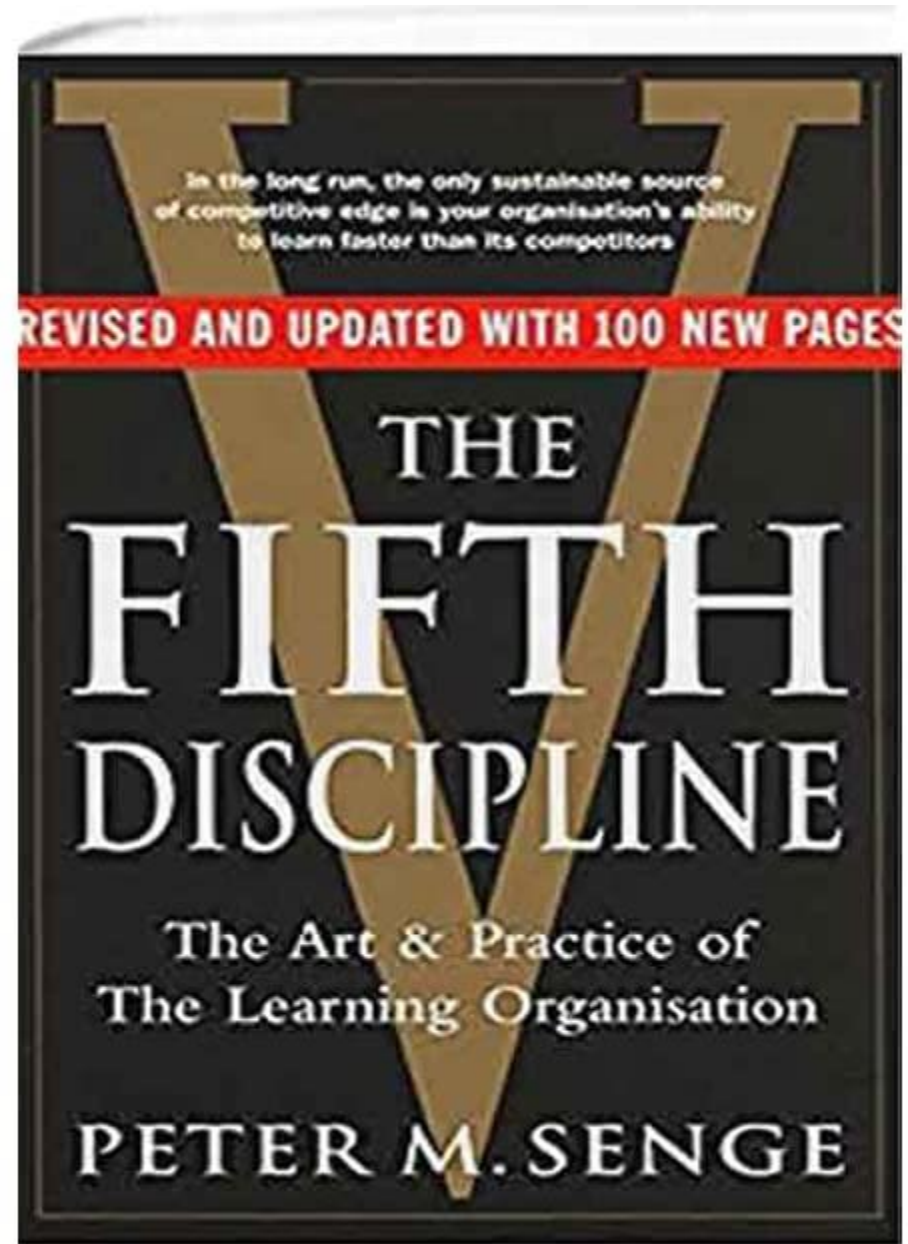
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In Closing....



Organizational learning and listening is an ongoing, dynamic process. Organizations that would thrive in today's VUCA world must embrace the discipline of learning and listening to continuously reinvent themselves in a highly competitive market place.



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