Assignment 2: Business Brief: Transforming Company Culture for Innovation and Growth

Student Name: Hady AlShayeb

Jack Welch Management Institute

JWI 555: Organizational Change and Culture

Professor Name: Professor Gayla Napier

13-November-2023

**1. Background and Company Culture**

The Saudi National Bank (SNB), established in 1957, is the largest bank in Saudi Arabia and one of the leading financial institutions in the Middle East. Its rich history, strong financial standing, and unique company culture have contributed to its success and prominence.

The roots of the Saudi National Bank can be traced back to the early years of Saudi Arabia's development. With the aim of fostering economic growth and providing banking services, the Saudi government formed the bank as a joint venture between the Kingdom's Ministry of Finance and the private sector. Over the years, SNB has played a vital role in supporting the national economy by offering a range of innovative and comprehensive financial solutions.

The company culture at SNB is deeply rooted in its dedication to national development. The bank sees itself as a partner in progress, actively contributing to the Kingdom's economic diversification and growth. SNB offers various financial services to individuals, corporates, and government entities, as well as extensive support for key sectors such as energy, infrastructure, and real estate.

SNB's commitment to employee development is also a cornerstone of its company culture. The bank provides extensive training programs and career advancement opportunities to its employees, fostering a culture of continuous learning and professional growth. SNB believes that investing in its staff's development ultimately benefits both the individuals and the organization as a whole.

Furthermore, SNB is deeply committed to corporate social responsibility. Through various initiatives, the bank actively engages in philanthropic activities, supporting education, healthcare, and social welfare projects across the Kingdom. SNB's culture of giving back to the community reinforces its reputation as a responsible corporate citizen.

The Saudi National Bank's exceptional performance and influential position can also be attributed to its strategic partnerships. SNB has collaborated with renowned international institutions to enhance its market position and expand its offerings. Such partnerships have allowed the bank to leverage global expertise while staying rooted in its local values and commitment to the Kingdom's development.

**2. Problem Statement and Importance**

The bank currently operates using traditional and manual processes, which are inefficient, time-consuming, and costly. This includes manual document handling, physical branch visits for transactions, and paper-based record-keeping. The lack of digitization in the bank's operations poses several challenges and impedes its ability to keep up with the rapidly evolving financial industry. As a result, moving into a more digitalized platform is important for the bank, due to:

1. Improved operational efficiency

2. Enhanced customer experience

3. Increased accessibility and convenience

4. Stronger cybersecurity measures

5. Competitive advantage

Without this cultural change, SNB risks surrendering ground to its more agile competitors.

**3. Change Initiative: Kotter's Eight-Stage Framework**

**Step 1: Creating a Sense of Urgency**

To achieve this, development of a sense of urgency in supporting our transformation plans, I will use the following:

1- Highlight the potential risks and challenges the bank may face by not embracing digitalization. Emphasize how technological advancements in the industry can potentially disrupt traditional banking models.

2- Gather market research and data to back up these risks and make it clear that digitalization is essential for staying competitive in the industry.

3- Showcase success stories of other banks or financial institutions that have already undergone successful digital transformations, demonstrating the potential benefits that can be achieved.

4- Communicate the potential impact of digitalization on customer expectations and demands, and illustrate how failure to adapt may result in loss of market share.

**Step 2: Building a Guiding Coalition**

A core group of powerful pioneers will lead this initiative, painstakingly chose from different departments and levels within the association. This guiding coalition will comprise senior executives, mid-level chiefs, and key individuals who have consistently demonstrated adaptability and ground breaking. Additionally, we need to ensure this coalition includes individuals with expertise in technology, customer experience, digital strategy, etc. This diversity of points of view and mastery will guarantee a balanced and comprehensive approach to affecting change. Also, we will need to empower this coalition to drive the digitalization efforts by providing resources, support, and necessary authority.

**Step 3: Defining the Change Vision and Strategy**

The change vision is to cultivate a culture of development, characterized by a climate where employees are urged to explore, proceed with calculated risks, and contribute new thoughts. To realize this vision, we will implement a development incubator program, providing dedicated time and assets for employees to chip away at individual projects and thoughts of ways to adapt and expand digital banking within the organization. Additionally, we will institute a system for incentivizing cross-functional collaboration, empowering the free flow of thoughts across departments.

**Step 4: Communicating the Change Vision**

Communication will be a cornerstone of this initiative. It will be multi-faceted, continuous, and inclusive. Standard updates from the guiding coalition, combined with municipal events and departmental briefings, will guarantee that employees are consistently educated about the progress and benefits regarding the cultural shift. Besides, a dedicated intranet entry will act as a focal center point for sharing examples of overcoming adversity, best practices, and assets connected with development. This stage will likewise facilitate distributed recognition, further building up the worth of the cultural change. We will use these channels to also clearly articulate the strategic vision for the digital transformation and how it aligns with the long-term goals of the bank. Through the two way communication channels, we will address any concerns or doubts employees may have and emphasize how embracing digitalization will benefit them individually and collectively as a bank. Additionally, a dedicated department dashboard will also assist in monitoring the adaptation of the department in digitalization there services offering.

**Step 5: Empowering Employees for Action**

Empowerment will be a core precept of this initiative. To outfit employees with the abilities and confidence needed to contribute to the culture of development, we will present a comprehensive training program. This program will zero in on fostering creativity, improving problem-solving abilities, and honing risk appraisal abilities. Additionally, we will establish cross-functional project groups entrusted with handling real-world difficulties. This initiative will provide employees with an unmistakable stage to apply their newfound abilities and straightforwardly contribute to the company's prosperity.

**Step 6: Creating Short-Term Wins**

Celebrating early triumphs is essential for sustaining energy. To this end, we will use the below:

1 - Identify and implement small digitalization projects that can provide immediate benefits and demonstrate the progress being made.

2 - Celebrate these wins and communicate the positive impact they have on the bank's operations, customer experience, and overall competitiveness.

3 - Highlight how these short-term wins contribute to the long-term objectives and reinforce the sense of urgency.

**Conclusion**

In conclusion, this comprehensive change initiative is fundamental for SNB to keep up with its competitive edge and importance in the fast evolving banking industry. By diligently following Kotter's initial six stages, we mean to create a compelling sense of urgency, build a strong guiding coalition, characterize an unmistakable change vision and strategy, communicate successfully, empower employees, and celebrate early wins. Through these strategic steps, we envision a changed culture at SNB that won't just adjust to, yet thrive in, the dynamic technological scene, propelling the bank towards sustained development and outcome in the years to come.

Top of Form

**References**

Kotter, J. P. (2012). Leading Change. Boston: Harvard Business School Press.

The Saudi National Bank, <https://www.alahli.com/en-us/Pages/RB-SNB-Home-New.aspx>