



## CASE STUDY

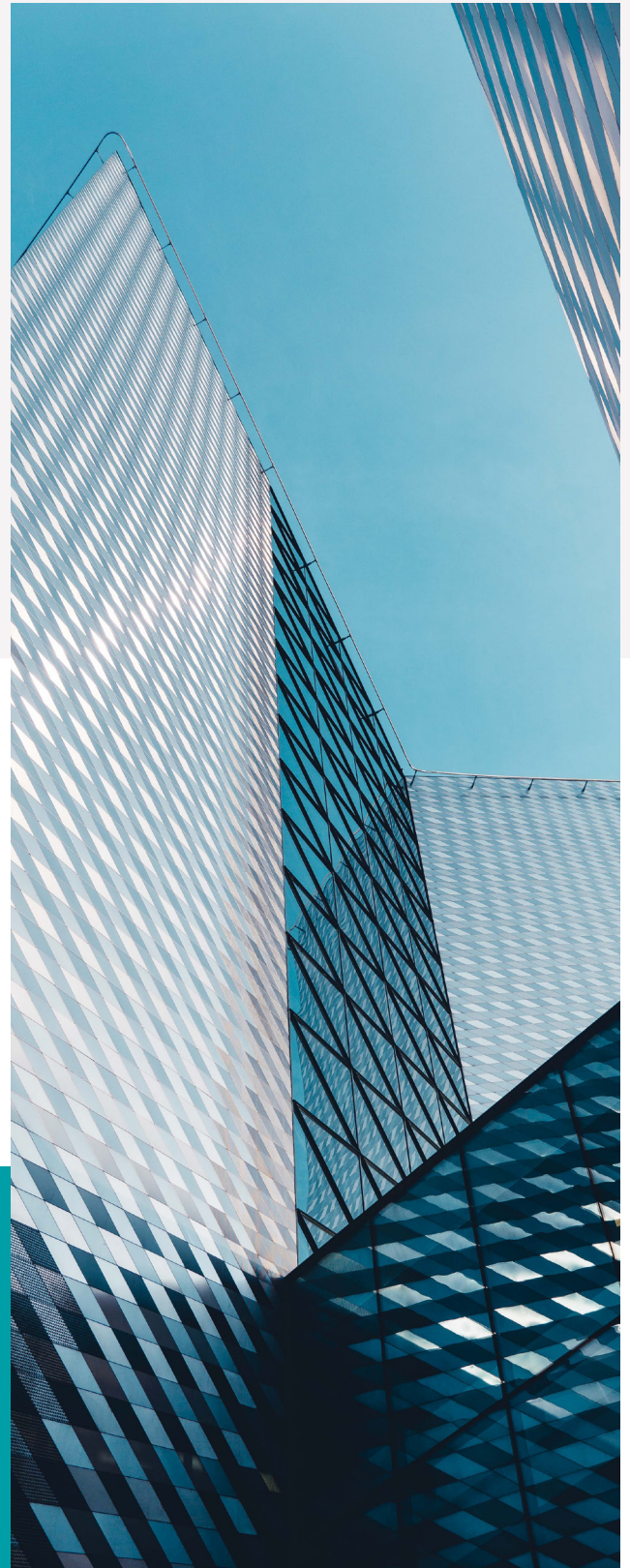
# Innovation in Banking

## INTRODUCTION

Al Hilal Bank is in the progress of launching a digital transformation strategy. As part of this initiative, the upper management team wanted to measure the innovation readiness of its employees. The Bank chose The Talent Enterprise's Innovation Mindset Index™ to achieve this.

## ABOUT AL HILAL BANK

Established in 2007, Al Hilal Bank is a progressive Islamic bank headquartered in Abu Dhabi (UAE) offering a wide range of client-centric Shari'ah compliant Retail Banking and Treasury.



“The Talent Enterprise’s Innovation Mindset Index is a useful psychometric assessment that helps to understand and harness an organization’s innovation profile. It was a valuable tool for Al Hilal Bank.”



**Abdul Shakeel Aidaroos**

Chief Executive Officer, Al Hilal Bank



# Objectives

Al Hilal Bank chose to work with The Talent Enterprise's Innovation Mindset Index™, a psychometric tool designed to analyse the Bank's innovation profile when it came to human capital. This was done through a comprehensive assessment as well as an organisational survey to measure six critical elements of innovation. The objective was to gain a deeper understanding of employees' innovation mindset of the employees of Al Hilal Bank.



## PRIMARY OBJECTIVES

- ✓ Understand the **employee perspective** on innovation at the industry level and at Al Hilal Bank.
- ✓ Receive employee and leadership feedback on the **six critical elements of innovation** in the Banking industry.
- ✓ Access the overall **innovation mindsets** at Al Hilal Bank overall and in the various departments.
- ✓ Receive actionable **recommendations and insights** based on all the data collected.

## AN INNOVATION PHILOSOPHY

Al Hilal Bank's Top Management recognises the importance of Innovation in the Banking Industry and as such, has made it an integral part of their way of doing things.



“Innovation is about always looking for a better solution for our clients and never growing complacent. The Talent Enterprise's Innovation Mindset Index™ gave us incredibly valuable and actionable insight to help us in this mission”

### Abdul Shakeel Aidaroos

Chief Executive Officer,  
Al Hilal Bank



“The Innovation Mindset Index™ was easy to implement throughout Al Hilal and was very well received by participants across all levels.”

### Sultan Al Mahmood

Senior Managing Director  
- Chief Human Resources  
Officer, Al Hilal Bank



# The Solution

The Talent Enterprise worked with the Al Hilal project team to roll out a 3-part plan, whereby all areas of the Bank would be assessed and surveyed. This took place over a 4-week period across 300+ employees and leaders.



## KEY STAKEHOLDER INTERVIEWS

1 Week

### Objectives

- ✓ Get insight on their perspectives on the Banking industry's innovation status and potential.
- ✓ Understand their objectives as senior leaders.



## INNOVATION MINDSET SURVEY

1 week - 10 minutes online

### Objectives

- ✓ Gather insights on the Bank's Culture, Agility, People and Processes, Leadership, Communication and Strategy.
- ✓ Get feedback from employees to highlight gaps and alignments.



## INNOVATION MINDSET INDEX™

1 week - 20 minutes online

### Objectives

- Identify each participant's dominant innovation mindsets:
- ✓ Disruptor
  - ✓ Strategiser
  - ✓ Activator
  - ✓ Implementer
  - ✓ Influencer



## PROJECT RESULTS AND OUTCOME

### Individual Reporting

Each participant received their Innovation Mindset Index™ profile report

### Recommendations and Insight

Each participant received their Innovation Mindset Index™ profile report

- ✓ Process to support Innovation
- ✓ Cultural Shift
- ✓ Behavioral and skill development

### Organisational Reporting

- ✓ Al Hilal's score and detailed dashboard on the six critical innovation dimensions overall and by level
- ✓ The Bank's innovation mindset scores and details for each profile, by level and overall.

### Strengths and Roadblocks

Al Hilal received a detailed Future Priorities and SWOT analysis report based on project results.



# The Innovation Mindset Index™

**Innovation Mindset Index**

Summary

Candidate Name **Jane Doe**

Date **3rd August 2019**

**Overview of Your Innovation Mindset**

- DISRUPTOR** (Score: 80): Disruptors are dynamic, solution-oriented individuals who seek the exploitation of opportunities and push past limits with creative, out-of-the-box ideas that might not always occur to others.
  - Disruptor, creator: Pushes limits, thinks of new ideas and solutions
  - Will get bored easily: Needs flexibility and autonomy
- STRATEGISER** (Score: 80): Strategisers assess and question the feasibility of different ideas by grounding it in reality, clarifying the data and questioning the ideas.
  - Thinker, analyst: Evaluates ideas and solutions rationally and logically, assesses risks
  - May struggle with ambiguity: Will appreciate opportunities to make decisions and have greater visibility
- ACTIVATOR** (Score: 80): Activators work effectively with others to generate and build on ideas and consider different possibilities to develop practical solutions.
  - Collaborator, consensus builder: Manages stakeholders, actively seeks inputs and feedback from diverse groups
  - Calling consensus may become a barrier to fully committing to a course of action: Will appreciate opportunities to work with and manage others
- IMPLEMENTER** (Score: 80): Implementers develop a great idea into a viable solution, by developing different structures, plans, development budgets and systems that will allow ideas to thrive in production.
  - Go-getter, producer: Gets things done, focus on achieving goals and outcomes directly and through others
  - May miss out on the bigger picture: Will need clear goals and direction on achieving milestones and outcomes
- INFLUENCER** (Score: 80): Influencers work closely with customers and distributors to provide outstanding service, promote awareness and market the solution.
  - Promoter, seller: Actively promote the solutions of ideas to existing and new customers, will develop new target markets and segments, commercially minded
  - May feel demotivated with lack of visible progress: Will like to be incentivised for their performance

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The Innovation Mindset Index™ is a strength-based psychometric assessment that is mapped to five different Innovation Mindsets to help understand each person's style of innovation.

- ✓ Identifies strengths and blind spots associated with each Mindset
- ✓ Benchmarks Mindsets within teams and the organisation
- ✓ Available in multiple languages

## The Five Innovation Mindsets



### DISRUPTOR

Disruptors are dynamic, solution-oriented individuals who push past limits with creative, out-of-the-box ideas that don't usually occur to others.



### STRATEGISER

Strategisers assess and question the feasibility of different ideas by grounding it in reality, clarifying the data and questioning the ideas.



### ACTIVATOR

Activators work effectively with others to generate and build on ideas and consider different possibilities to develop practical solutions.



### INFLUENCER

Influencers work closely with customers and distributors to provide outstanding service, promote awareness and market the solution.



### IMPLEMENTER

Implementers develop a great idea into a viable solution, by developing different structures, plans, development budgets and systems that will allow ideas to thrive in production.