

Case Study – Bank of China

Developing International Capabilities in Chinese Leaders

ABOUT CLARKMORGAN

Founded in 2001, ClarkMorgan Ltd is one of Greater China's most awarded training and development firms. The firm has been named 'Training Firm of the Year' in both 2007 and 2008 by CCH Wolters Kluwer and has won 'Most Outstanding New Trainer' at the Hong Kong Management Association in 2008.

In 2005 the company began publishing China's longest running, bilingual human resources magazine, NetworkHR. In 2012 ClarkMorgan helped found the Chinese Association of Training & Development Specialists (CATDS).

Today ClarkMorgan Ltd has three offices across China, as well as an office in Melbourne, Australia. The firm assists multinational firms across APAC, China and the Middle East, improve the soft skills of their employees to improve productivity, engagement, sales and negotiation outcomes.

The company maintains a faculty of full time trainers, each with unique skill sets. Trainers speak English and Mandarin and have worked throughout Australia, China, Europe, South East Asia, the Middle East and the USA.

For more information, please visit www.clarkmorgan.com.

BACKGROUND

Bank of China (BoC) is one of the biggest state-owned commercial banks in China. It is also ranked as the 6th largest bank globally, behind Bank of America, and ahead of Agricultural Bank of China. It has been part of the Fortune Global 500 for the past 17 years.

BoC listed on the Hong Kong Stock Exchange on June 1, 2006, and was the largest IPO since 2000, and the fourth largest IPO ever, raising some \$9.7 billion US dollars.

BoC, and other Chinese banks, are providing a financial support network for Chinese businesses as they move into overseas markets. For this reason, the majority of services offered by BoC and other banks are commercially focused. By the end of 2010, BoC had overseas assets totalling \$351.6 billion US dollars.

Xiao Gang, chairman of the board of directors of BoC, said in a published letter, “...the Chinese economy has reached a point where its status as the biggest country will lead it to become the biggest in outbound direct investment. This new model not only requires Chinese enterprises to expand their global businesses, but also China’s banking sector to accelerate its internationalisation.”

ISSUE

The Bank of China was looking to expand its influence and profile abroad. In order to do this, the bank planned to open branches throughout many of the major European countries and the United States of America. These new branches, in addition to existing offices in London, Berlin and Milan, would considerably increase the global market presence of BoC.

Whilst these new offices would be staffed by a majority of locally sourced employees, each branch would be managed by a Chinese national. These Chinese managers had their careers deeply rooted in the environment of a state owned company (SOE) and would now be asked to exchange their Chinese teams for Western subordinates. Senior management in BoC were aware of the issues which would arise if managers were unable to adapt their management style to their new environment and culturally diverse team.

SOLUTION

The Bank of China Institute of International Finance, based in Beijing, approached ClarkMorgan to design a program, that would:

- Arm selected managers with best practice management tools needed to successfully lead foreign staff abroad;
- Help the BoC human resources department identify the high potential candidates for rapid deployment to Europe and the USA.

After in depth consultation, ClarkMorgan designed a 'Managing Culturally Diverse Teams' program. This five day course was to be delivered three times in successive weeks. The 75 managers, selected by the Bank of China, were split into three groups, with 25 attendees per course.

Each course was comprised of:

- **Presentation Skills** (1 day): *to build confidence, authority, delivering a clear message and avoiding ambiguity.*
- **Negotiation Skills** (1 day): *to learn how to evaluate positions in a negotiation, know when best to compete, compromise, avoid, accommodate and collaborate, as well as the art of questioning.*
- **Cross Cultural Communication Skills** (1.5 days): *to learn the differences between East and West, focusing on direct language, building rapport, and demonstrating empathy and respect with subordinates.*
- **Business Writing** (1.5 days): *to learn Western ways of writing and clearly relaying messages.*

RESULTS

This five-day course was activity, rather than lecture based. Trainees were given a minimum of three-hours per day of skills practice opportunity, both individual and in groups. This enabled both the trainers and Bank of China human resources representatives to evaluate attendees on learning ability, adaptability and enthusiasm. At the end of each day's training, the ClarkMorgan trainer and HR met to discuss results and to identify any high potential trainees.

By the end of the week long course, the human resources team were able to develop a list of 10 to 15 of the most promising managers. These managers were then fast tracked for deployment abroad.

MODULES TAUGHT

Presentation Skills

- AUDIENCE Analysis
- Key Message
- Handling Nerves
- Body Language
- Volume, Tone, Speed and Pauses
- Making a Strong Conclusion
- Handling Difficult Questions

Negotiation Skills

- Eight Guidelines to Negotiations
- Needs vs. Wants
- Discovering Deeper Needs - The Funnelling Technique
- Tactics of a Negotiation
- Understanding Leverage and its Components
- Negotiation Role Play

Cross Cultural Communication

- Communication Challenges
- Cultural Differences
- Technology Barriers
- Distance and Isolation
- Building Trust and Relationships

Business Writing

- Ten Email Commandments
- Starting with the Goal in Mind
- Clearly Expressing Details
- Direct vs. Indirect Language
- Structuring Your Business Writing with PDA
- Positive Language
- Handling Written Complaints

CONTACT INFORMATION

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