

Position Description

Senior Change Manager



The Cooperative Bank

Our purpose

Our long-term aspirations are to develop more long-term value-based relationships with our customers, and for our people to grow and develop so that they are better off working at the Co-operative.

Our values

Our values represent who we are, how we think, and how we behave to bring these to life every day. You'll demonstrate behaviours that define our core values and support an inclusive culture with a strong teamwork spirit.



About the team

The Enterprise Portfolio and Change Management team is responsible for leading the consistent use of a standardised set of skills, tools, and processes to support the delivery and execution of enterprise-wide business and regulatory change. Within the team are centralised project resources that lead and manage the Bank's bigger delivery and change projects and programmes of work, and specialist capability resources providing leadership, coaching, co-ordination of, and advice on our project, programme and change capabilities, frameworks and practices. Together, the team are focussed on uplifting programme and change management capability and practices to enable the Bank to respond quickly to market and regulatory changes, customer needs, and adoption of new technology, all whilst minimising unnecessary impact on its people and its customers.

Purpose of this position

This purpose of this role is to oversee and implement projects and initiatives within the Bank, ensuring the effective adoption of change. This will involve partnering with the business to assess, analyse and prepare for change, across people, process and technology.

A key focus for this role will also be to lead the uplift of change management capability across the organisation.

Position reports to: Head of Portfolio Management and Enterprise Change

Challenges and opportunities of this role

- Contributing to the execution and adoption of right-sized change management practice across the Bank in an environment with complex and rapidly changing regulatory and technology needs.
- Ability to bring together and maintain a collective view of change across the Bank, including when and how change will impact our people and/or customers.
- Providing project, planning and change management leadership and support to priority initiatives as the organisation enters a phase of greater transformation and change.

How you will contribute:

What you'll do	Success will mean
Change Management	
<p>Lead change management activities on key initiatives using right sized change methodologies and tools.</p> <p>Support the design, development, delivery and management of change management plans and communications.</p> <p>Develop and/or support the development of a forward-looking view on bank wide change initiatives and impacts; and oversee and track change activity across the Bank.</p> <p>Support the development of capability in the organisation to encourage innovation and adopt change.</p> <p>Support the development and maintenance of a change management community of practice.</p> <p>Conduct training and other activities to lift change management capabilities across the organisation – including providing input into and supporting the design and delivery of training programmes.</p> <p>Define and measure success metrics and monitor change progress.</p>	<ul style="list-style-type: none"> • A robust change management methodology is adopted to deliver change across the Bank. • Change processes are adopted widely, and capability is increased. • Change is assessed and planned effectively. • Changes are implemented and adopted successfully. • Design, development and delivery of change is adopted successfully. • Overall capability within Bank to adopt and accept change is increased.
Project & Programme Management	
<p>Provide guidance on the consistency and quality of project and programme management across the Bank.</p>	<ul style="list-style-type: none"> • A robust programme management methodology is adopted to deliver projects and programmes across the Bank.

What you'll do	Success will mean
<p>Support the use of a right sized project management methodology across the Bank's projects and initiatives.</p> <p>Support the development of project management capability in the organisation</p> <p>Provide leadership, mentoring, and coaching to the business as required.</p> <p>Build and maintain strong relationships with programme leaders and key stakeholders.</p>	<ul style="list-style-type: none"> • An uplift in programme management maturity across the Bank. • The wider business is aware of and understands impending delivery and implementation plan at the right time.
Transformation	
<p>Provide change expertise to the Bank's Transformation programme.</p> <p>Provide change management expertise and strategies to help the business transform by putting customers and people first.</p> <p>Build and maintain strong relationships with programme leaders and key stakeholders.</p> <p>Work collaboratively with other members of the Transformation programme.</p>	<ul style="list-style-type: none"> • The people, process and technology change required to successfully deliver the transformation programme is understood. • Changes delivered by the transformation programme are adopted successfully.
Stakeholder Management	
<p>Build and maintain strong relationships with project/ programme teams and key stakeholders.</p> <p>Provide leadership, mentoring, and coaching to change managers and the business as required.</p> <p>Regular meetings are held with clearly defined agendas.</p>	<ul style="list-style-type: none"> • Stakeholders and project/programme teams are clear on expectations and what is required. • Wider business is aware of and understands impending delivery and implementation plans at the right time. • An uplift in project and change management maturity across the Bank.
Strategic Execution	
<p>Support the Head of Enterprise Portfolio and Change Management with the development and embedding of an enterprise-wide prioritisation process.</p>	<ul style="list-style-type: none"> • An ongoing programme and change roadmap is maintained that aligns to the execution of the Banks strategic objectives. • Change agents and delivery teams understand the impact and benefits of change. • Strong buy in and engagement of strategy and change across the bank. Everyone has a good understanding of the key priorities and why.

What you'll do	Success will mean
Healthy and safe work environments	
<p>Follow all health and safety policies, standards, emergency procedures and plans.</p> <p>Participate in health and safety activities, training and meetings as required.</p> <p>Reports hazards, near misses, injuries, incidents, and ideas for continuous improvement.</p> <p>Cease work if an unsafe situation arises and seek assistance.</p>	<ul style="list-style-type: none"> • Having healthy and safe ways of working. • All workers feel empowered to and aware of opportunities to participate in health and safety activities. • Our people can easily report hazards, near misses, injuries, incidents, and ideas for continuous improvement. • Workers stop work if they feel unsafe and connect with their people leader or other workers for assistance.

Decision making and responsibilities

a) Decisions and/or financial accountabilities:

Decisions able to be made within delegated authorities: This may include Operational and Capital expenditure approvals within budget.

b) Personnel Dimensions (Employees reporting to this position directly and indirectly)

Number of staff: 1-2 Direct reports

c) Actions and decisions that are recommended to a higher level of management for approval:

- Expenditure in excess of delegated authority or decisions outside delegation and or policy.

Qualifications and experience

- 3-4 years' experience leading change across complex programmes of work (ideally transformation programmes).
- Experience leading business change projects.
- Experience working with senior leadership teams and managing cross business stakeholder relationships.
- Experience managing people in a line management or project management setting.
- Certification in project management or change management desirable but not essential.

Skills and attributes

Technical Skills

- Change management.
- Project/Programme management
- Strong facilitation skills.

Conceptual Skills

- Problem identification and solving.
- Judgment and decision making.
- Conflict management and resolution.

Personality Attributes

- Strong collaborator - ability to work effectively with other people and across teams.
- Stakeholder management and influencing skills.
- Communication skills - including verbal and written communication, listening skills, ability to clearly articulate thoughts, tailor communication for audience.

Leadership Skills

All of our people are leaders, no matter their role in the organisation. The leadership skills we look for and actively develop in our people

- **Self-Aware:** You understand your own strengths, values and derailers and seek to be authentic in your leadership style. You have a growth mindset and want to be the best leader you can.
- **Team builder:** You understand that people have different motivators and styles, and you adapt your approach accordingly. You quickly mobilise and motivate teams of people to work co-operatively to get things done.
- **Influencer:** You want to make an impact beyond the borders of your role. You have presence and demonstrate 'horizontal leadership' across the organisation. You know the formal and informal channels to getting things done.
- **Change agent:** You are focused on the everyday improvement and innovation needed to create our digital future. You have the skills to not only conceive change, but to implement it effectively in an agile and flexible way. You are resilient in the face of setbacks.
- **Business savvy:** You understand how the Bank makes money and the drivers of long term value. You are attuned to market conditions, longer term trends and the changing needs of consumers.
- **Custodian:** In everything you do, you are focused on upholding our beliefs and working for the long term benefit of the Bank and its customers.