

The Trusted Executive Framework

The world is going through a period of profound change.

As well as the widespread presence of technology and constant regulatory change, one of the biggest changes we are seeing is that of personal attitudes.

Power, once the epicentre of decision-making for business leaders and customers, has been replaced with the concept of trust and a desire to see the 'right thing' being done.

For NAHL Group plc, it's a period of change we have been able to absorb better than most. I firmly believe that is underpinned by the strong values we work and live by – something I am incredibly proud of.

The Trusted Executive Framework

Though our values have always sat at the heart of what we do, and despite having always maintained a philosophy built around openness to change, the Group remains hungry for and excited by new ideas.

It's for these reasons that when I was introduced to The Trusted Executive Framework, I knew I'd found something that chimed with the very essence of our business, something I've recently launched and shared with colleagues across the Group.

I had been searching for a framework compatible with the personality, values, and ethos of NAHL Group plc. So it was something of a 'Eureka!' moment when I was introduced to John Blakey and his Trusted Executive leadership model.

The model is based on the belief that the traditional concept of 'power' as a method for leading a successful organisation is no longer fit for purpose.

Blakey bases his model on the three pillars of integrity, ability and benevolence, and nine positive behaviours: Coach, Be Consistent, Be Honest, Be Open, Be Humble, Evangelise, Be Brave, Be Kind and Deliver.

Ultimately, the framework is used to promote deeper thinking about how executives operate, how they process their thoughts, and how they act as individuals.

Dealing with change and uncertainty in a rapidly evolving world

We have transitioned into a world where business success is now about dealing with change and uncertainty at high speed, and doing it in an ethical manner. Equipping ourselves to deal with these changes is crucial to our continued success as an organisation. It means being open to change and evolution while, at the same time, retaining our core values.

We've all seen how trust has been lost in established institutions, from finance and politics, through to the charity sector – with ethics called into question and reputations left in tatters. What's more, no organisation is immune.

And it's not just the change and uncertainty itself that businesses today need to deal with; it's the sheer pace of it.

It's a reality which our business has not been immune to. We are actively working and evolving to meet the demands of the Government's Civil Liability Bill and are setting our businesses up for the future. Having an engaged workforce that believes in and is on the journey is key to its success.

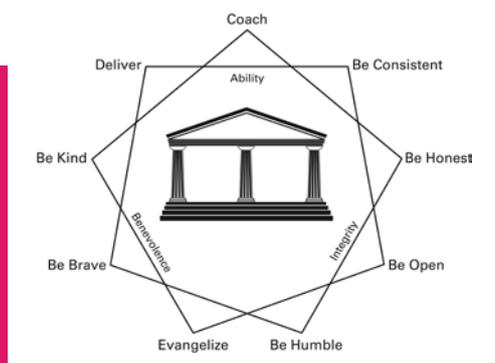
Why 'The Trusted Executive'?

I am deeply proud of our values – the emphasis we place on them makes the Group unique as a business. We reward against them and they are embedded into every level of our organisation. They really are at the heart of what we do.

Supporting our values, I believe the Trusted Executive model that we are now rolling out is going to further enhance our business, and support our future success.

I invited John Blakey himself to come in and do a workshop with the senior team and it proved to be a most worthwhile exercise. Following that session, the team is utilising the framework to share feedback, learnings and proposed changes, each taking one or two habits, going back into their areas of the business and taking the opportunity to strengthen and demonstrate the nine positive traits.

As this journey progresses, we will go on to identify areas for improvement and further support our people, helping them and equipping them for a changing workplace and a changing world.



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