



HSBC'S GREAT INVESTMENT IS FOCUSING ON EXTERNAL CLIENTS AND INTERNAL LEADERSHIP

"Trained 220 people in 2006. Our goal for 2007 is to train another 800 leaders."

HSBC Bank Brazil currently has a portfolio of approximately 3.9 million individual customers and 335,000 corporate clients. It has more than 1700 agencies and customer service locations in over 560 Brazilian municipalities. In addition, the bank offers customers approximately six thousand ATMs, self-service units, and other service channels such as internet banking and a telephone centre.

To maintain these impressive figures and the loyalty of thousands of customers, HSBC constantly maintains its focus on the client and constantly invests to create unique work teams—teams with a difference.

"To achieve the goal of ensuring excellence in the delivery of financial products and services and maximizing value for customers and shareholders, HSBC supports all of its activities on four fundamental pillars: solidarity, relationships, proximity, and know-how," says Claudinei Santos, 37, HR Manager in the strategic skills area.

For those who still believe in the paradigm that professionals in charge of more responsibilities do not need training, HSBC will show that such thinking is wrong. One of the actions that the bank takes is a program of development for the leadership, which has as its main objective to give leaders workshops according to their level of current management.

We had two meetings with the consultants of FranklinCovey at the training centre in Curitiba. Leaders were present from various areas of the bank" explained Santos. The aim of the meetings was to have other partners of the bank examine the programmatic content of, and explore the applicability of, the principles of Stephen Covey to the bank. Everyone agreed that both the training workshops of the 7 Habits for Managers and the traditional 7 Habits course had received a good acceptance in the organisation," he said."

The good reception of the content offered by FranklinCovey led HSBC to invest in certification of their own internal facilitators to implement the contents of the 7 Habits for Managers version. Through evaluations carried out at the end of the training, Santos learned for certain that the expectations had been met.

According to Santos, satisfaction was measured by means of two milestones: the index of applicability

of the content and the overall assessment of the training. In both cases, the participants produced an indication of quality always above 90%. "We always receive e-mails from colleagues who participated in the training, and they are excited about their performance in front of their teams."

The trainees were an example of dedication and commitment to the process of dissemination of the contents and principles of FranklinCovey. "They were influenced and are undoubtedly influencing the organisation with those values" concludes Santos.

In 2006, eleven HSBC 7 Habits training events were conducted, reaching a total of 220 people. For 2007, the goal of the organisation was to develop nearly 40 events and train 800 more leaders, including supervisors and managers. ■

Claudinei Santos, 37, HR Manager in the strategic skills area:

Are you currently reading, or have already read one of the FranklinCovey books?

Yes, the book *The Power Principle: Influence with Honor* by Blaine Lee. The book is of the same fundamental principles as addressed by the 7 Habits for Managers.

And if you had to choose your favorite book?

I have dedicated a good deal of time to reading the book *The Leadership Pipeline* by Ram Charan. Another that I cannot fail to cite is the *7 Habits of Highly Effective People*. No doubt it is a book that will always be among those polled by me because it addresses principles that lead us to reflect on human behavior and character, in addition to the basic issues for good fortune personally and professionally, and with regard to several groups of relationships.

What is the biggest challenge facing large corporations?

In my opinion, listening without judging. I think seeking to understand before seeking to be understood are, without doubt, two major challenges.

Do you have a thought or phrase that you use for guidance?

I very much like a quote from Steve Prefontaine, an American athlete, who said: "To give less than the best is to sacrifice the gift that God gave you."