



ALL INDIA STATE BANK OFFICERS' FEDERATION

(Registered under the Trade Unions Act 1926, Registration No: 727/MDS)
Central Office: State Bank Buildings, St. Mark's Road, Bangalore-560 001
Registered Office: 22, Rajaji Salai, Chennai- 600 001



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**CIRCULAR NO. 57
TO ALL OUR AFFILIATES**

DATE: 02.08.2023

**ENHANCING LEADERSHIP TRAINING OF SENIOR ROLES FOR BETTER
PERFORMANCE AND EFFECTIVE COMMUNICATION**

We have sent a communication to the Dy. Managing Director (HR) & Corporate Development Officer, State Bank of India, on the captioned subject.

A copy is enclosed for your information.

Yours comradely,

**(Deepak Kumar Sharma)
General Secretary**

At the Service of Members for more than 5 Decades

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No. 6466/36/23

Date: 01.08.2023

The Deputy Managing Director (HR) &
Corporate Development Officer
State Bank of India
Corporate Centre,
Madame Cama Road,
Mumbai - 400021

Respected Sir,

ENHANCING LEADERSHIP TRAINING OF SENIOR ROLES FOR BETTER PERFORMANCE AND EFFECTIVE COMMUNICATION

We are writing to bring to your kind attention an important matter that impacts the performance-oriented culture in our organization. As dedicated stakeholders, we believe it is crucial to address the need for enhanced appropriate training and guidance for senior roles in achieving their targets and fostering a positive work culture.

2. It is natural for the management to set ambitious targets in performance-oriented companies. However, it is equally crucial to acknowledge the need and provide the employees the necessary resources and support to achieve these goals. We urge for a more collaborative approach where realistic targets are set, and essential resources like additional personnel, client databases, technological aid, and multiple channels are provided.

3. We have been made aware of a worrying trend where ambitious sale targets are assigned without considering available resources or incorporating valuable feedback from ground-level employees. This misalignment and disconnect hampers our organization's overall performance and potential for growth.

4. Sir, you will also appreciate that leadership in banking comes with the responsibility of strategizing and guiding subordinates on target achievement and overcoming challenges. However, we have observed that many meetings lack meaningful dialogue and constructive approach. Officials often berate their juniors without addressing the challenges they face. This absence of mentorship and strategic support is leading to demotivation and lack of direction among employees.

5. Noticeably, the unhealthy strategies adopted by some controllers to achieve targets place immense stress on the staff. The relentless pressure to sell third-party products lead to widespread mis-selling and the exploitation of vulnerable customers. Similarly, the relentless pursuit of achieving loan targets in retail result in approving dubious proposals, leading to quick

mortality. The intense craving of being the top performer in the MD matrix across all parameters by adopting any means erode the fundamental principles of our esteemed institution. Our ethos, principles, and core values are compromised, which is deeply concerning. To break this cycle, it's crucial to equip leaders with the tools to manage effectively and foster a culture of belongingness, collaboration and growth to put an end to any such unethical practices before they cause irreparable damage to the Bank in the long run.

6. The perpetuation of a fear culture, where pressure is placed on mid and senior-level executives through abusive and terrorizing behaviours, hinders employees' growth and productivity. It is possible that when the junior employees have to deal with seniors who abuse and terrorise in order to achieve targets, they in turn, upon being promoted, employ the same tools on their junior employees. This indicates that they, indeed, know no other tools.

7. We suggest implementing comprehensive communication training for leaders, highlighting the need for fostering a positive team environment. The use of intimidating or threatening behaviour, raising voice or shouting should not be accepted practices. Leaders should instead be trained in effective communication skills to encourage understanding and cooperation for shared objectives. The existence of a fear-driven culture hampers employee growth and productivity. The practice of senior staff using intimidation to reach targets could potentially be replicated by juniors upon their promotion.

8. Therefore, we urge management, especially the human resources department, and strategic training unit, to focus on refining the skills of our leaders and supervisors. By providing them with the necessary knowledge, motivation, and communication skills, we can empower our workforce to drive our business forward and achieve sustainable success.

We trust our concerns will be taken into consideration and prompt actions will be implemented. Together, we can foster an environment that encourages growth, productivity, and a shared commitment to our bank's success.

Thanking you.

Yours sincerely,

Sd/-
(Deepak K Sharma)
General Secretary

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