



## CURRENT CHALLENGES

Highly motivated and prepared to work additional hours to be noticed. Very likely to be applying for other “suitable” roles outside the organisation whilst applying for any higher roles that are available within the organisation.

Academically gifted with many essential and bespoke skills – very much needed in the banking field. Sometimes Ana seems to lack key soft skills, which may be due to lack of experience or some of her traits may be linked to her culture.

# ANA

## Junior Bank Clerk

**AGE** 23

**GENDER** Female

**NATIONALITY** Romanian

**FAMILY SITUATION** Living in a rented property with her boyfriend

**JOB/CAREER** Junior Bank Clerk for an International Banking Group in Bristol. This is her first main job since Uni, although did a placement previously with one of the bank’s competitors, which didn’t result in employment. She has had a few other roles such as bar work and in a call centre, but none were for very long. Believes she needs a promotion, as doesn’t think her skills fit the current role.

**PERSONAL THOUGHTS ON GENDER EQUALITY** Believes that women are disadvantaged and aims to change this. Why can’t she be at the top? Her belief in women’s rights is sometimes based on lack of knowledge and ignorance. Her lack of interpersonal awareness allows her to often miss the needs of others, regardless of gender.

## ATTITUDES AND EMOTIONS

- Very confident and very assertive with regards to own opinions. Shows little empathy towards colleagues and unclear if some of the traits she shows are learned behaviour or if she is “acting” in a way that she perceives is correct for anyone seeking promotion. She is open and closed at the same time, so it is hard to assess her true emotions.

## MOTIVATIONS

- Motivated to be a highflyer in the banking world and aiming high. Also motivated by a regular income, especially now she is renting a property with her boyfriend. Previously she has been in less expensive student accommodation.

## WORK SITUATION

- The junior role requires some tasks that Ana may consider mundane, and these are sometimes overlooked/missed! A range of excuses for the tasks being left are voiced, some valid, some not. Ana often gets involved in more complex tasks that showcase her skills – often relating to complex technology. Some members of the team are appreciative of this whilst others find her pushy and interfering.

## Manager's questions

- For the line manager it sometimes feels like a mismatch as Ana's soft skills need further development before any promotion whilst she is clearly gifted and with the right development, she does have the potential to do well.
- How do I manage this employee's unrealistic expectations? Considering her high skill level, how can the organisation nurture Ana to develop further her soft skills? Why is it not right to work so many hours? E.g. lone working policy?
- Overtime is not being paid, so really not appropriate unless agreed by the Manager on an occasional basis. How can the team be more proactive and support each other? How can Ana help with this? How do I manage the tension that is in the air and encourage Ana to have more interpersonal awareness? . How do I keep Ana motivated and make her feel valued? Is there any staff training or development that will help Ana reach her goals whilst also making her more self aware? Is Ana secretly lacking in confidence and isolating herself further? Does the team need cultural awareness training?

## Peers/colleagues' questions

- Ana is hot and cold with colleagues, and this may depend on what tasks they have been allocated. In return colleagues are now, it seems hot and cold with her and there is sometimes an air of tension when she is around.
- Why does she think she is so good?
- Why does Ana jump in when anyone has an issue?
- Why can't she get on with her own work?



## Individual's questions

- Ana has come from Romania and is the first member in her family to study at university, where she got a first in International Banking. She does not understand why she is in a junior role and why she is given so many mundane tasks and her questions relate to these issues.
- E.g When will I be promoted to Senior Bank Clerk?
- Why are the more senior jobs given to men? (Her line manager is male)
- Why am I not appreciated?
- Why am I not listened to?
- Why is there no recognition of the support I have given to others with complex tasks?
- Why do I get the mundane jobs?
- If I don't get a promotion, I can get a better job elsewhere. Of course, she will flag all this up at the first opportunity.

## Policymakers' questions

- Increased need within the organisation to understand different cultures. Romanians are generally viewed as open, assertive, hard working and have no issues in communication. Supporting peers to understand some of these traits and to understand other cultural traits within the team will lead to effective communication, understanding of each other and increased productivity. Asking all staff to undertake a soft skills self-assessment, to recognise individual strengths and weaknesses may be a starting point and allocating a mentor to Ana, may also help. In addition, taking on board some of Ana's comments is important. Is there gender bias in the organisation?