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LCLM6003 – Leading and Implementing Change

A Strategic Change Plan: An analysis of Barclays Bank Plc

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1. Introduction

Barclays Bank UK is among the oldest and most prominent financial institutions in the country. It was established in 1690 in London. Over 330 years, Barclays has transformed from a local goldsmith banking business to a global financial services firm that offers personal, corporate, and investment banking solutions in more than 40 countries worldwide. In the UK, it acts as a leading retail and commercial bank reaching millions of customers through physical branches as well as digital delivery channels and products (Molyneux and Shamroukh, 2019). For slightly more than a decade now, Barclays has led other banks on how best to transform their business models amid rapid technological developments accompanied by changing customer demands and new regulations.

The report provides a critical review of recent change management at Barclays using theories on change management, leadership styles and organisational culture before developing a strategic change management plan for new challenges and opportunities in the sector.

2. Analysis of Recent History and Internal/External Environment

2.1. Recent History of Barclays Bank UK

Barclays Bank UK has been forced into a large organisational transformation over the past two decades, mainly driven by technological innovation, changes in regulation, and alterations in consumer behaviour. Large restructuring and governance reforms took place at Barclays in the aftermath of the financial crisis to address new regulations on accountability and restored public trust (Kotler et al., 2022). The bank later rolled out digital banking applications like Barclays Mobile Banking and Pingit to make it among the first main banks within the UK to offer mobile payments. It was also apparently fintech-oriented from 2015 when it launched Barclays Eagle Labs that has been supporting fintech innovation and digital entrepreneurship (Chaffey and Ellis-Chadwick, 2019).

Over the past decade, the bank has rationalised its branch network while indulging in heavy investments of AI-driven technologies and chatbots and predictive analytics towards fraud detection and personal financial management tools to optimise costs and efficiency in operations (Marr, 2018). An example is Barclays' introduction of Voice Security ID system together with artificial intelligence-based monitoring for fraud thus enhancing security as well as reducing manual processing times. Sustainability and ESG targets have recently been set by Barclays accompanied by digital customer experiences thus mirroring larger global banking trends (Grant, 2019).

2.2. Internal Environment

Barclays has implemented the practices of an agile project management framework and collaborative platforms to spur innovations across departments. More specifically, cultural and operational challenges have been instigated by changes in cross-functional collaborations and synergies that include resistance from employees, skills gaps, and continuous leadership development (Johnson et al., 2020).

Organisational Structure and Culture: The bank remains decentralised with digital and innovation units permitting decision making at a more accelerated and flexible pace. Hence, traditionally hierarchical Barclays with centralised decision making has had to permit flexibility in

the collaboration between teams working on digital transformation initiatives (Schein, 2017). Top management at Barclays has been instrumental in driving a customer-centric and innovation-oriented culture within the organisation through experimentation being encouraged by initiatives such as Eagle Labs. Rapid change still forms part of the legacy cultural elements which include risk aversion and procedural rigidity.

Leadership and Workforce: There were CEO and executive team changes at Barclays. Most of these changes took place based on reputational and regulatory issues until the current leaders took over (Kotler et al., 2022). Since then, leadership has been keen on driving the digital strategy with a focus on technology, sustainability, and compliance while also transforming the workforce by upskilling them. Transformation of skills within the workforce to acquire digital/data/cybersecurity-related skills has mostly been attained through large-scale programs on training and redeployment that have recently been initiated (Bryman, 2016).

2.3. External Environment

External or macro environmental analysis can be conveniently structured around the dimensions of PESTLE (Political, Economic, Social, Technological, Legal and Environmental) together with Porter's Five Forces framework.

Political Factors: UK banking is highly regulated. The main regulators are the Financial Conduct Authority (FCA) and the Prudential Regulation Authority (PRA). Post-2008 reforms include capital and risk management requirements as well as consumer protection conditions (Johnson et al., 2020). Barclays has had to invest in systems for compliance, reporting and risk governance. The Brexit transition introduced yet another set of operational and legal complexities – cross-border banking operations and mobility of workforce issues.

Economic Factors: Barclays is sensitive to the big trends in the economy, like changes in interest rates, inflation, and economic growth. In recent years, there was a period of low-interest rates. This reduced net interest margins and put pressure on profitability. Added to this is the fact that COVID-19 has greatly accelerated not only a shift toward digital banking but also remote working operational risks demand for remote working services (Marr, 2018). Barclays re-engineered its customer service models and rapidly scaled up its digital channels to provide cash flow relief measures to customers and businesses.

Social Factors: Expectations of consumers have changed. The present banking customer wants round-the-clock access, personalized service, and an easy digital experience. There is a

steady decline in footfalls at the branches with more customers using the mobile and online platforms (Chaffey & Ellis-Chadwick, 2019). This has forced Barclays to shut down underutilized branches and reassign the resources toward digital infrastructure and online service delivery.

Technological Factors: The banking industry has been experiencing a boom in technological innovations. It is mainly the emergent companies of fintech, blockchain, and artificial intelligence-based financial services that are considered as disruptors because they offer alternative solutions such as peer-to-peer lending, digital wallets, and open banking platforms (Westerman et al., 2018). Barclays' response to this wave includes the integration of open banking APIs with fintech partnerships plus using big data analytics for service personalisation as well as improving risk assessment.

Legal and Regulatory Factors: Regulations regarding how to manage customer data inside the bank, Open Banking, sharing customer data outside the bank, secured consent mechanisms have been implemented at Barclays, GDPR regulations-compliant secured data platform investment- all these and more have been addressed. If not addressed, heavy penalty fines would be imposed together with reputational damage.

Environmental factors: Sustainability and ESG, have turned out to be mainstream in the banking sector. Barclays is one of the banks that have set a target to become a net zero bank by 2050, in line with the global environmental objectives. This means supporting green projects, reducing its own operational emissions, and implementing an ESG risk assessment in its lending practices (Kotler et al., 2022).

2.4. Impact of Changes

Internal and external factors have moulded Barclays' strategy and operations at a very fundamental level. Digital disruption and AI have placed the bank on an urgent path to overhaul its technological infrastructure, workforce capabilities, and service models. The trend of online banking is closing branches and making mobile-first experiences top strategies. Governance structures under regulatory and economic pressure emphasized compliance investments in risk management practices meanwhile cultural shifts aimed at fostering innovation still encounter legacy resistance.

These changes made Barclays transformations of innovation inside it to stay important in increasingly digital and regulated competitiveness. But the changes Barclays had set off a constant struggle: balancing innovation with compliance, employee engagement through change, and digital inclusivity-intense approaches to all customers.

3. Evaluation of Change Management Models

Change at Barclays UK Bank has been dynamic and has taken various forms. This is as a result of digital disruption, regulatory reforms, changes in customer behaviour as well as technological innovation. In appreciating how these changes have been managed, it will be prudent to evaluate their approaches through well-known change management models because the models provide structured frameworks for planning, implementing and sustaining change. Among the most relevant for Barclays are Lewin's Three-Step Model (1947), Kotter's 8-Step Change Model (1996), and the ADKAR Model (Hiatt, 2006). Each model offers different perspectives on organisational transformation and collectively illuminates Barclays' strategic approach to change.

3.1. Lewin's Three-Step Model

Kurt Lewin's (Burnes, 2017) Three-Step Model conceptualises change as a three-phase process. The phases are unfreezing, changing or movement, and refreezing.

Unfreezing involves making the organisation ready to change by breaking the present behaviour and creating awareness about the need to change.

Changing can be defined as the introduction of new strategies, technologies or structures.

Refreezing is setting stability once the change has been made by way of new behaviour being put into organisational culture.

At Barclays, the unfreezing phase is obvious in acknowledging the effect of technology and regulations on traditional banking models. Top management continuously emphasizes the urgency of digital transformation within the organization among its employees and other stakeholders through strategy updates both inside and outside public announcements that articulate this message clearly to all concerned besides re-organizing structurally (Kotler et al., 2022). An investment announcement made in mobile platforms together with a statement on closing branches emphasized breaking away from being an organization centred around branches forcing function employees against their set ways.

The transformation included the launch of mobile banking apps, advanced AI fraud management tools, chatbots, and open banking APIs. It was supported internally through the adoption of agile teams, IT infrastructure upgrades, and the installation of customer journey

analytics aimed at enhancing satisfaction (Marr, 2018). A change program upskilled staff adjusted processes and promoted cooperation between previously siloed departments.

The refreezing phase has focussed on institutionalising digital practices within organisational routines and culture. This involves the integration of digital KPIs into performance measures, embedding cybersecurity protocols, and sustaining a culture of continuous innovation through programmes such as Barclays Eagle Labs. One critique, however, is that refreezing has been less stable than Lewin's model assumes due to the rapid pace of technological change and the necessity for constant adaptation (Burnes, 2017). Barclays operates in an environment of perpetual change; thus, the notion of a stable end state is less applicable.

3.2. Kotter's 8-Step Change Model

Kotter's model gives a more elaborated process for leading large-scale organisational change (Kotter, 2012). The eight steps are: establishing a sense of urgency, forming a powerful coalition, creating a vision for change, communicating the vision, empower broad-based action, generating short term wins, consolidate gains and produce more change, anchor new approaches in the culture.

Step 1: Establishing Urgency - Barclays articulated the strategic necessity of digital transformation in response to growing fintech competition, evolving customer expectations, and regulatory pressures. By publishing strategic roadmaps and making public commitments regarding technological investment, leadership created a compelling case for change.

Step 2: Building a Guiding Coalition - Barclays set up cross-functional leadership teams involving its top senior executives and digital transformation leaders to pursue innovation and strategic initiative management. For example, the Chief Digital Officer and Chief Operating Officer partnered with IT, compliance, and HR to introduce digital technologies across business functions. The bank articulated a clear digital vision: to become a mobile-first, customer-centric bank while maintaining trust, security, and regulatory compliance. This vision was embedded in corporate strategy and sustainability commitments (Kotler et al., 2022).

Step 4: Communicating the Vision - Communication has been carried out through internal campaigns, training programmes, town halls, and digital platforms. Barclays leveraged internal communication tools to align employees with strategic objectives.

Step 5: Empowering Action - Barclays removed barriers by investing in employee training, simplifying legacy IT systems, and adopting agile methodologies. This empowered employees to contribute to innovation rather than resist change.

Step 6: Generating Short-Term Wins - Early successes, such as increased mobile banking adoption, AI-driven fraud prevention, and customer satisfaction improvements, were publicised internally and externally to maintain momentum.

Step 7: Consolidating Gains - The bank widened its digital initiatives, integrated fintech partnerships, and launched new features to keep the transformation momentum going (Marr, 2018).

Step 8: Anchoring in Culture - Barclays tried to anchor digital values and innovation into its organisational culture by performance metrics, leadership development, and constant upgrade on technology. However, it remains a challenge to ensure such cultural changes have been fully internalised at all levels of the organisation, particularly among legacy branch staff and middle management (Schein, 2017).

Kotter's model was and still remains highly useful in a structured approach to digital transformation at Barclays, particularly with respect to strategic vision articulation, coalition-building at the leadership level, and institutionalization of momentum through communication drives and win programs. However, its linear construction becomes fairly restrictive in an environment where change is not linear but rather iterative-incremental; as, for example, within banking innovation.

3.3. ADKAR Model

The ADKAR model, developed by Hiatt (2006), is an acronym standing for Awareness, Desire, Knowledge, Ability, and Reinforcement. It is a model based on framing change at the individual level. This makes the ADKAR model highly applicable to Barclays because digital transformation relies on employee adoption and behaviour change.

Awareness: Barclays has focussed its internal communication efforts on raising awareness of why digital transformation and adaptation to regulations are necessary.

Desire: Incentives, career development opportunities, and leadership communication form the main factors through which the bank has aimed to cultivate employees' willingness to engage in change.

Knowledge: Training-digital skills, cyber security, and compliance- Barclays delivered comprehensive training to develop knowledge among employees on how to adapt.

Ability: Reskilling initiatives, using agile teams, and an investment in a state-of-the-art technology infrastructure have enabled employees to apply new knowledge.

Reinforcement: Performance management systems, KPIs, and continuous training programmes reinforce new behaviours.

The ADKAR model is based on the individual as the unit of change. This has been critical for Barclays because massive technological change requires buy-in and support from thousands of people. However, the scale and speed at which Barclays is transforming make it challenging to ensure that all teams, separated by geography, are adopting in a unified way.

3.4. Critical Evaluation

Barclays adopts a hybrid approach to change management by combining top-down strategic vision (Kotter), structural readiness and cultural embedding (Lewin) and employee-level behavioural focus (ADKAR). The approach reflects the multiple dimensions of change that need to be managed within a global financial institution.

However, several limitations are evident. First, while urgency and vision have been well communicated, cultural resistance and legacy structures continue to hinder full implementation. Second, refreezing in Lewin's model and anchoring in Kotter's framework are complicated by the continuous evolution of technology, meaning change must be permanent and iterative. Third, while ADKAR addresses individual change, it may not fully capture the systemic and structural barriers in a large, regulated organisation like Barclays.

4. Leadership and Organisational Culture Evaluation

4.1. Leadership and Change at Barclays

Leaders at Barclays Bank UK have been instrumental in framing responses to digital disruption, regulatory change, and cultural transformation. The leader plays a vital role in framing and communicating the vision, enrolling people, and practicing new behaviours (Northouse, 2021). Over the last ten years, different leaders have headed Barclays with their contributions to change programs. The organization has moved from a conventional command-and-control leader structure to accommodate transformational and adaptive leadership that is more accommodative of fast technological changes.

The major change happened under the leadership of Jes Staley (2015–2021). He focussed on innovation, cost optimisation, and changing the culture that was earlier involved in scandals and breaches of regulations. His was a strategic turn to digital banking, AI, and restructuring its business model in line with regulatory and technological imperatives (Kotler et al., 2022). The current leadership has continued this transformation agenda with customer-centricity, sustainability,

4.2. Transformational Leadership

Transformational leadership is particularly relevant to Barclays' change context. This approach involves inspiring and motivating employees to transcend self-interest for organisational goals through vision, communication, intellectual stimulation, and personal consideration (Bass and Riggio, 2018). Transformational leaders articulate a compelling future vision, foster innovation, and create an environment that supports change (Avolio and Yammarino, 2013).

At Barclays, transformational leadership has manifested in several ways:

Vision articulation: Leaders clearly communicated the strategic vision of becoming a digitally enabled, customer-focused bank. This included commitments to AI technologies, sustainable finance, and innovation labs such as Eagle Labs, which signalled cultural change.

Employee engagement: Leadership introduced internal communication campaigns, town halls, and digital training initiatives to mobilise employees around transformation goals.

Intellectual stimulation: Fintech partnership and hackathon programs, as well as empowering agile teams to experiment with new solutions, were also highlighted initiatives.

Individualised consideration: Programmes to reskill and redeploy employees into new digital roles demonstrated efforts to support staff through change, rather than relying solely on downsizing.

Transformational leadership has helped Barclays bridge its strategic objectives towards employee engagement in the context of technological changes. Leaders became champions of change by encouraging employees to use digital tools, supporting a cultural change, and redefining their roles in line with new organisational goals (Northouse, 2021).

4.3. Transactional Leadership

Transformational leadership has been crucial, but transactional leadership is relevant in a highly regulated banking environment where compliance, risk management, and performance monitoring are emphasized (Bass and Riggio, 2018). Transactional leadership is based on structured tasks, reward systems, and corrective actions. Performance-based incentives and regulatory compliance monitoring involving structured reporting mechanisms to ensure consistency and accountability are still practiced at Barclays.

For example, digital performance KPIs, fraud monitoring systems, and compliance frameworks were initiated to depend on clear expectations and consequences typical of transactional leadership. This is necessary for the discipline in operations while changes are taking place rapidly. An over-reliance on transaction-based approaches can be a source of constraint to innovation and make the organization less adaptable. Barclays has attempted to balance transformational leadership—required for both innovation and cultural change—with transactional mechanisms necessary for risk control and regulatory adherence.

4.4. Distributed and Adaptive Leadership

Barclays' leaders also admit to distributed leadership and adaptive models with the notion that leadership in complex and rapidly changing environments can no longer depend on a hierarchical structure. They explain distributed leadership through empowerment of leaders at several levels within the organization, particularly in digital and innovation teams. For example, agile project teams are granted autonomy over how solutions will be developed-integration of technologies inside the firm plus responding to customers fast.

Adaptive leadership emphasises enabling organisations to thrive in changing environments by addressing systemic challenges and encouraging experimentation (Heifetz et al., 2009). Barclays has adopted adaptive leadership by creating cross-functional coalitions, partnering with fintech firms, and encouraging teams to iterate and improve digital solutions in response to market dynamics.

This change in the mode of exercising leadership became vital because digital disruption needed quick decisions and innovations at different levels of the organization, not just the top.

4.5. Impact of Leadership on Change

Leaders have found their way into the initiatives of change within Barclays, pacing, ranging, and succeeding. Transformational leaders have proved handy in establishing strategic vision and creating buy-in at different levels. Other forms of leadership distribute innovation across the organization and enhance operational agility while ensuring regulatory compliance and operational discipline within banking through transactional forms.

Yet challenges remain. Leaders must constantly balance innovation with compliance, continuously inspire cultural change while managing risk, and motivate employees while restructuring. A small group among the legacy staff who were more comfortable with the old ways of banking continues to oppose the new system. This indicates that leadership should be constant and inclusive.

4.6. Organisational Culture and Change

Organisational culture is defined as shared values, beliefs and behaviours that shape the way people work within an organisation (Schein, 2017). Hierarchical decision-making, risk aversion and formal structuring characterised Barclays' organisational culture as a big, established financial institution for several years until recent transformations aimed at forging an innovative agile organisation oriented towards customers while prioritising digital banking and sustainability have taken place.

Several cultural shifts have supported change:

Customer-centricity: Focus on understanding customers and meeting the needs for personalized digital experiences.

Innovation: Programs such as Eagle Labs support experimentation and entrepreneurship.

Collaboration: The implementation of agile methodologies proved instrumental in fostering cross-functional collaboration.

Ethical responsibility: The bank addressed the reforms in the aftermath of the crisis, and new regulations imposed stronger ethical values and risk awareness.

However, cultural inertia still remains a barrier. Most of the employees have spent their careers within traditional Barclays structures that are resistant to digitalisation and even sceptical of new leadership approaches. Schein (2017) argues that cultural change has to be at the level of underlying assumptions and not just behaviour. While Barclays has succeeded in implementing certain behavioural, or 'surface', cultural changes (for example, the implementation of agile methodology), deeper cultural change is still a work in progress.

4.7. Leadership and Culture Interaction

Leaders and leadership have sought to reshape the cultural values that reinforce existing mutual behaviours by modelling new behaviour promoting innovation through setting new expectations. Transformational leaders at Barclays have promoted innovation by setting new expectations of leaders at all levels. However, Cultural fabric influences how emerging leadership initiatives take root. Hierarchical norms slow decision-making in the organisation regarding adaptive forms of leadership; hence, mutual reinforcement between cultural leaders and catalytic leaders.

Consistent and credible leadership has made cultural change effective at Barclays. Trust has been reconstructed in leaders who had earlier been involved in scandals because ethical leadership forms the core of cultural legitimacy within a bank (Ciulla, 2020). Therefore, where acts of leadership support cultural values, change initiatives find ample support; however, if they do not, even minimal resistance is magnified.

4.8. Critical Evaluation

Barclays uses an integrated approach to leadership at different levels beginning with transformational leaders, transactional leaders, and adaptive leaders eventually cascading into all levels to ensure substantial change reflecting both innovation and compliance imperatives of banking. Leadership has been central to vision setting and employee engagement involving cultural realignment towards creating a disciplined organization.

However, the effectiveness of leadership is dependent on the alignment of style and organisational culture. While leadership has significantly progressed towards changing the culture into one of innovation and customer-centric service, legacy cultural elements such as risk aversion and hierarchical command still block the way. Leadership has to continue modelling the desired behaviours, empowering employees, and addressing deep-seated cultural assumptions to sustain transformation (Schein, 2017).

5. Proposed Change Management Plan

Barclays is undergoing large and complex transformations. This makes it necessary to propose a targeted change management plan that will deeply cascade cultural transformation and enhance the digital capability of its employees. Hence the substantial progress Barclays has made in digital transformation, there are considerable challenges in embedding a digital-first culture, overcoming resistance among legacy staff, and ensuring inclusive adoption of AI and online technologies. The proposed change intervention is to implement an integrated Digital Culture and Skills Acceleration Programme (DCSAP) over two years (2025–2027).

5.1. Objectives Plan

Objective	Description	Timeframe	Responsible Parties	Expected Outcomes
1. Cultural embedding	Reinforce digital-first, customer-centric values through leadership modelling, training, and incentives	Year 1–2	HR, Executive Leadership, Change Team	Reduced resistance; stronger cultural alignment
2. Workforce digital upskilling	Deliver targeted training in AI, cybersecurity, and	Year 1	HR, Learning & Development, Tech Division	Enhanced employee

Objective	Description	Timeframe	Responsible Parties	Expected Outcomes
	digital banking tools for 80% of staff			capabilities and confidence
3. Leadership capacity-building	Train 500 leaders in transformational and adaptive leadership to champion digital change	Year 1–2	Executive Leadership, L&D	Increased leadership effectiveness at all levels
4. Technology adoption support	Provide mentoring, support hubs, and incentives to encourage uptake of new digital tools	Year 1	IT, Change Team, Branch Managers	Higher adoption rates of AI and online systems
5. Evaluation and improvement	Regularly monitor KPIs and feedback to refine the programme	Year 1–2	Change Management Office (CMO)	Data-driven improvements and sustained impact

5.2. Financial Plan

Category	Description	Estimated Cost (£m)	Timeframe	Justification
Training & Leadership Development	Curriculum design, digital training platforms, external trainers, leadership programmes	15	Year 1–2	Build internal digital skills and leadership capacity

Category	Description	Estimated Cost (£m)	Timeframe	Justification
Support Infrastructure	Mentoring hubs, help desks, communication platforms, collaboration tools	10	Year 1	Enable smooth digital adoption and provide support
Evaluation & Engagement	Monitoring tools, cultural surveys, focus groups, engagement events	5	Year 1–2	Ensure continuous improvement and cultural reinforcement
Contingency Fund	Reserved for technology upgrades or unforeseen challenges	5	Year 1–2	Manage risks and unexpected costs effectively
Total		35		

5.3. Communication Plan

Channel	Target Audience	Frequency	Purpose	Responsible Parties
Executive Announcements	All employees	Quarterly	Communicate strategic importance and vision	CEO, Executive Leadership
Town Halls & Q&A Sessions	Branch staff, digital teams, managers	Bi-monthly	Two-way dialogue; address concerns and updates	Change Team, HR
Digital Platforms (Intranet, Email, MS Teams)	All employees	Weekly	Share updates, resources, training info	Internal Comms, IT
Storytelling & Success Spotlights	All employees	Monthly	Highlight early adopters, celebrate wins	Communications, L&D

Channel	Target Audience	Frequency	Purpose	Responsible Parties
Targeted Messaging	Specific groups (e.g., legacy staff, IT teams)	As needed	Tailored guidance, encouragement	HR, Change Managers

5.4. Evaluation Plan

Evaluation Area	KPI / Measure	Method	Frequency	Responsible Parties
Employee Training	% completion of digital and leadership training	LMS data, reports	Quarterly	L&D, HR
Technology Adoption	Usage rates of AI tools, mobile platforms	System analytics	Quarterly	IT, Change Team
Customer Experience	Satisfaction scores, Net Promoter Score (NPS)	Surveys, feedback tools	Bi-annually	Customer Experience Team
Cultural Shift	Employee perception of digital culture	Internal culture surveys, focus groups	Bi-annually	Change Office, HR
Leadership Impact	360° feedback, leadership performance KPIs	Performance reviews, surveys	Annually	HR, Executive Team
Continuous Improvement	Adjustments made based on feedback	Evaluation reports	Quarterly	Change Management Office

6. Conclusion

Over the last ten years, Barclays Bank UK has been through a multi-dimensional transformation process which was initially kicked off as a response to technological disruption and regulatory interventions, then added changing consumer expectations and a modernisation of corporate culture to its agenda. Artificial intelligence and digital banking are only the most recent visible signs of structural and cultural changes inside the bank. What makes this an interesting case study is that transformation happened within a framework of structured change management methodologies, starting with Lewin's simple three-step model for change, through Kotter's much more detailed 8-step change framework to the ADKAR individual-focused model.

The proposed programme, Digital Culture and Skills Acceleration Plan (DCSAP), will address those human and cultural factors which remain critical in the long-term success of Barclays' transformation. With clear objectives and a strategic financial investment supported by targeted communications and enforced through rigorous assessment, this plan details digital culture inculcation, employee upskilling, and ensuring that leadership behaviour is aligned with future strategic intentions.

Barclays has placed technology right at the heart of its organization and consequently ensured the sustainability of these techno-logical changes by structured planning and strong leadership. By maintaining an environment of planned change with strong leadership, Barclays can continue to lead in this new, continually changing UK banking sector.

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