



Job Title:	Chief of Staff	Reports to:	Group Managing Director
Unit:	Executive Office	Division	GMD's Office
Grade:	Band 9	Date:	Apr 2026
Job holder:		Supervisor:	
Signature:		Signature:	

Job Purpose Statement
<p>The Chief of Staff (CoS) serves as a strategic advisor, trusted thought partner, and force multiplier to the Group Managing Director (GMD), operating at the center of strategy, execution, stakeholder engagement, and organizational alignment. The role is responsible for translating the GMD's vision into actionable priorities, driving delivery of high-impact, cross-functional initiatives, and ensuring the organization operates cohesively toward its strategic ambitions.</p> <p>The CoS acts as an enterprise integrator and connector across teams, enabling alignment, accelerating decision-making, and strengthening execution discipline across the Group. This includes orchestrating complex, cross-cutting initiatives, fostering collaboration across business units and geographies, and ensuring seamless follow-through on the GMD's priorities.</p> <p>Operating in a dynamic and rapidly evolving financial services landscape, the role plays a critical part in positioning the organization for the future by supporting digital transformation, AI enablement, and ecosystem partnerships that drive sustainable growth and long-term value creation.</p>

Key Result Areas		
Perspective	% Weighting <i>(to add up to 100%)</i>	Output
<p>Financial Perspective</p> <p>(Enterprise value, growth, ROI, strategic outcomes)</p>	40%	<ul style="list-style-type: none"> Partner with the GMD to shape and drive execution of the Group's strategy. Act as a strategic thought partner in identifying new growth opportunities, efficiency levers, and innovation pathways. Drive enterprise strategy reviews using data analytics, market intelligence, and scenario planning. Drive disciplined execution of strategic priorities across business units, ensuring alignment to Group scorecards and value creation targets. Lead and orchestrate high-impact, cross-functional transformation initiatives, including digital, customer experience, and operational efficiency programs such as Reduce, Eliminate, Automate (REA).

<p>Internal Business Processes (Execution discipline, governance, operational excellence, decision velocity)</p>	<p>30%</p>	<ul style="list-style-type: none"> • Establish and monitor enterprise performance dashboards leveraging data and digital tools. • Facilitate decision-making through synthesis of complex data into actionable insights. • Enhance operating rhythms (ExCo, Board, strategic forums) to improve speed and quality of decisions. • Prepare the GMD for high-impact engagements. • Champion simplification, automation, and continuous improvement across processes. • Track delivery of strategic programs using modern methodologies (such as Mission Philosophy, Agile, OKRs, product-based execution). • Identify and mitigate enterprise risks related to transformation and innovation.
<p>Customer (Customer value, ecosystem engagement, brand, trust, external positioning)</p>	<p>20%</p>	<ul style="list-style-type: none"> • Ensure effective communication of the GMD's priorities and initiatives across the organization and to external stakeholders. • Strengthen collaboration across subsidiaries and geographies to unlock Group synergies. • Serve as a trusted interface between the GMD and key stakeholders including Board, regulators, investors, and strategic partners. • Support development of ecosystem partnerships (fintechs, telcos, big tech, regulators).
<p>Learning & Growth (Capability building, culture, innovation, future readiness)</p>	<p>10%</p>	<ul style="list-style-type: none"> • Provide forward-looking insights on emerging trends in financial services (e.g. embedded finance, fintech partnerships, digital currencies-when the framework from the regulator is approved, open banking). • Drive adoption of AI, automation, and emerging technologies across strategic initiatives. • Embed structured change management practices to ensure sustainable transformation outcomes. • Foster a high-performance, agile, and innovation-driven culture across the organization. • Mentor cross-functional teams and emerging leaders on strategy execution and enterprise thinking. • Champion data-driven decision-making and digital fluency at leadership levels.

Job Dimensions

<p>Reporting Relationships: jobs that report to this position directly and indirectly</p>	
<p>Functional Reports</p>	<ul style="list-style-type: none"> • Executive Personal Assistant to GMD
<p>Indirect Reports</p>	<ul style="list-style-type: none"> • Cross-functional teams, project teams, and strategic initiative leads.

Stakeholder Management: key stakeholders that the position holder will need to liaise/work with to be successful in this role.

<p>Internal</p> <ul style="list-style-type: none"> • Group Managing Director • Subsidiary CEOs • EXCOM Members • Board Members. 	<p>External</p> <ul style="list-style-type: none"> • Regulators and industry bodies • Strategic partners (fintechs, telcos, technology providers) • Investors and financial institutions • Professional advisors • Customers and potential customers.
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Decision Making Authority /Mandates/Constraints: the decisions the position holder is empowered to make (Indicate if it is Operational, Managerial or Strategic)

- Strategic and managerial decision-making in execution of Group priorities
- Oversight of strategic initiative budgets and resource allocation
- Influence-based leadership across the enterprise (without direct authority in many cases).

Work cycle and impact: time horizon and nature of impact (Planning)
(e.g. monthly, quarterly, bi-annual and annually)

- Long-Term: 5 years strategic transformation
- Medium-Term: Annual planning cycles
- Short-Term: Quarterly and monthly delivery tracking

Ideal Job Specifications

- Academic:**
- Bachelor’s degree in business, Finance, Economics, Technology, or related field
 - MBA or relevant postgraduate qualification (preferred)
 - Certifications such as PMP, CPA-k, Data Analytics, AI, Agile, change management (e.g. PROSCI) or Strategy Execution are an added advantage.
- Desired Career Experience:**
- At least 10 years’ experience in strategy, transformation, consulting, or executive office roles, preferably within a large/similar sized financial services organization.
 - Deep understanding of banking, fintech, and digital financial ecosystems.
 - Strong strategic and analytical thinking, with the ability to synthesize complex information and translate it into clear recommendations and action.
 - Exceptional project management and execution skills, with a track record of owning multiple complex initiatives from concept through delivery.
 - Comfort operating in ambiguity, and balancing long-term thinking with hands-on execution.
 - Strong interpersonal skills and emotional intelligence, with the ability to build trust, influence across levels, and handle sensitive matters with discretion.
 - A systems-oriented, ownership-driven mindset, with the ability to identify patterns, improve how organizations operate, and drive accountability.
 - Experience supporting organizational growth, scale, or periods of significant change.
 - Exposure to multi-market or regional operations is an advantage.

Technical Competencies	
Financial Services Expertise	<ul style="list-style-type: none"> • Deep understanding of banking, fintech, and evolving financial services models including digital banking, payments, lending, and ecosystem integration. • Strong awareness of regulatory environments and industry trends across markets. • Good grasp of finance and accounting.
Digital, Data & AI Fluency	<ul style="list-style-type: none"> • Strong grasp of AI, data analytics, automation, and digital technologies and their application in financial services. • Ability to translate digital capabilities into business value and strategic advantage. • Comfortable working with dashboards, data insights, and performance analytics.
Strategic Thinking & Execution Excellence	<ul style="list-style-type: none"> • Ability to connect long-term strategy with execution, driving measurable outcomes. • Skilled in structured problem solving, scenario planning, and prioritization.
Program & Change Leadership	<ul style="list-style-type: none"> • Expertise in managing complex transformation programs using Agile and modern delivery frameworks. • Strong change leadership capability to drive adoption and behavioral shifts.
Stakeholder & Ecosystem Management	<ul style="list-style-type: none"> • Ability to influence and align diverse stakeholders across geographies and functions. • Strong external orientation to build partnerships and strategic alliances.

Behavioural Competencies	
Executive Presence & Influence	<ul style="list-style-type: none"> • Confident, credible, and able to engage effectively at Board and C-suite level.
Agility and Adaptability	<ul style="list-style-type: none"> • Thrives in ambiguity; able to pivot quickly in response to changing business environments.
Innovation Mindset	<ul style="list-style-type: none"> • Curious, forward-thinking, and proactive in identifying opportunities for transformation and growth.
Integrity and Trust	<ul style="list-style-type: none"> • Handles sensitive information with discretion; builds trust across all levels.
High Emotional Intelligence & Empathy	<ul style="list-style-type: none"> • High self-awareness, resilience, and ability to navigate complex interpersonal dynamics while living the Ubuntu spirit.

NCBA Values

- **Driven** - We are passionate, make bold decisions and learn from our failures. We seek new challenges and appreciate different views constantly raising the bar. We explore our full potential.
- **Open** - Our interactions are candid, honest and transparent. We listen to each other and our clients. We are inclusive and always respect each other.
- **Responsive** – We put our customer's interests at the heart of all that we do. We are proactive, act quickly and resolutely to deliver results. We keep it simple and seek new ways to improve.
- **Trusted** - As a trusted partner we do what is morally right always. We keep our word. We are accountable and believe in each other.

This JD is signed off with reference having been made to the organisation's core values and aligned competencies against these values.