BECOMING AN INNOVATIVE BANKER - A PARADIGM SHIFT FROM EMPLOYEE-MINDEDNESS TO ENTREPRENEUR-MINDEDNESS

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Abstract

Emerging macro-trends in global financial landscape have forced the bankers to deal with many irresistible challenges. In this article, as a prelude, the author has elaborated on those trends and challenges with reference to findings of Pricewaterhouse Coopers (PwC, 2014) on the outlook of the banking industry in the next 5-year period. It is also inferred that innovativeness will be an indispensable competency that the bankers have to develop individually and collectively, in order to face the future challenges successfully. Many scholars posit that innovativeness and entrepreneurship are two inherently linked concepts, thus people with entrepreneurial orientation are supposed to be the forerunners of innovative activities in any organisation. Hence the author has expounded few principles of entrepreneurship to illustrate how to foster innovativeness in banks. Although the bank employees are not at liberty to perform as entrepreneurs, there is no barrier for them to think as entrepreneurs. In order to identify such entrepreneur-minded employees in a bank, the author has selected the Five Factor Model (FFM) developed by behavioural scientists few years ago. According to this model, people who are rich in three out of five personality dimensions namely, openness to experience, conscientiousness and extroversion, along with little or no inclination towards the remaining two dimensions namely, agreeableness and neuroticism, are believed to be rich in entrepreneur-mindedness. The author further throws light on possible steps to inculcate entrepreneur-mindedness among all employees of a bank in order to make innovativeness a core value.

1. Introduction

With the recent changes at the helm of country's political administrative structure, the business circles started contemplating on strategies to embrace many probable policy-oriented shifts. Policy makers had got into strides for the pronouncement of new national level goals which cascaded down to both public and private sector organisations to set the key performance indicators in their strategies. Restoration of international relationships, diversification of developmental initiatives, broad-basing sources of funds, political reforms, communicational autonomy, inter-group harmony and benchmarking with developed economies are some of the common phrases in rumination. Irrespective of the metaphorical language used, the fact remains always true that the global forces overshadow the local endeavours, as Sri Lanka is yet to acquire many core competencies to reach a reasonable level of economic stability. Globalisation eliminates geographical boundaries thus competition can emerge from anywhere. Whether it is international or inter-organisational or interpersonal competition, the underlying characteristics of competition are the same. It always deals with the question: "whose strategy yields the most superior result?" Adopting strategies to withstand competitive pressure is not an isolated activity of one but a collective effort of many players. The author wishes to separate these players into six groups, namely the administrators (state administrators attached to the ministries, parliament and local government, policy makers, legal administrators, regulators and other related entities), manufacturers, traders, service providers, social organisations and general public. The Banker falls into the group of "Service providers" and the focus of this article is on the role of Bankers in this exercise.

2. Banker and his environment

In a changing environment any industry has to redefine its operational norms, reshape its practices and revisit its strategies in order to ensure continuity in business. The banking industry is no exception to that phenomenon (De Costa, 2014). According to this notion, no strategy can be considered effective unless a substantial weight is given to the current and emerging trends in the banking industry. Whether it is retail or corporate banking, such trends have to be given due consideration in the formulation of strategies. Through research efforts in this area, PwC (2014) has identified four most prominent macro-trends which have the greatest impact on shaping the global financial landscape in five years from now. Each of the macro-trends has a different impact on the retail banking industry, as well as on each specific institution (PwC, 2014).

These trends are:

- Rise of state-directed capitalism

There have been many learning points from the US and the Euro Zone which still struggle to revamp the troubled economies after the financial crisis. Adequate steps will be pursued to protect local economies and the regulator's influence on reshaping the industry will result in dictating institutional business models. However, the local regulations and subtle preferences favouring domestic institutions envisage deterrence to global competitors' entry.

- Technology will change everything

As technology enables every aspect of banking to go online, traditional branch networks will need to become dramatically more productive, or significantly less costly. A bank's target market and competitive arena is no longer defined by its physical footprint, but by its technology, regulatory boundaries and marketing budget. New entrants could grow rapidly, specially the non-bankers, potentially increasing competition and re-fragmenting the landscape. Biometrics, such as fingerprints and voice recognition, will become commonplace in transaction authorisation, but will remain tied to replaceable physical devices (such as smart phones) with two-factor authentication. However, large banks with processing scale and efficiency will commercialise all or part of their operations and technology departments and offer services to other banks which may see advantages of outsourcing.

- Demographics

Changing priorities will be observed along with opportunities for growth. Although the developed economies, with increasingly aging population, show tendency towards more investments, the developing economies like Sri Lanka will continuously experience demand for credit. Banking the unbanked (urban and rural) will become a primary policy objective in both developed and emerging markets, as governments seek to reap the economic benefits of broader access to financial services for their populace. This push will drive new products and business models.

- Social and behavioural change

Customers become increasingly connected to others across social, geographic and demographic boundaries. This ‘social world’ augments close friends and family as the primary source of information, opinion and recommendation. Accordingly they proactively assess a particular bank’s ability to meet their expectations. Banks will organise themselves around customers instead of products or channels offering a seamless customer experience, integrating sales and service across all channels. Furthermore, the bank’s ability to look after customer privacy and security will be valued by customers as more of their personal information and financial life migrates online.

3. New priorities of a banker

PwC (2014) believes that present banker will be confronted with three top challenges which arise due to emergence of those macro-trends. Attracting new customers in order to maintain growth is the most daunting one. On the other extreme, complying with growing and changing regulations will be another challenge. Attracting talent and retaining existing customers in the face of fierce competition from existing players and new market entrants will be the other challenge. To ensure that present banker is well-positioned to succeed in the future by withstanding these challenges, PwC (2014) has also identified following six priorities:

- Developing a customer-centric business model:

Banker should answer the most fundamental questions; “who are their target customer?”, “what are their value propositions to those customers? And “what competitive advantages will distinguish them in the marketplace?”

It is imperative to understand that the customers are redefining their expectations, taking their cues from other industries that offer multichannel access, product simplicity and superior service. They value convenience, personalisation, accessibility and user-friendliness. They want to feel like their bank is anticipating their needs, not bombarding them with product offerings. They expect transparency and no surprises in terms of fees and other conditions. Today's definition of first-class service, which most banks are a long way from delivering, is rapidly becoming a baseline expectation.

• Optimising distribution:

Customers prefer to transact at their convenience, with information and advice at their fingertips. Even many of those who value the privacy and face-to-face interaction you find in a branch, will soon demand this from their office or home. They do not want to be forced to travel nor wait in line. A traditional branch may be transformed into a place of digital customer-interface where transaction processing and advisory services are carried out, reducing operational cost and maximizing customer-reach.

• Simplifying business and operating models:

Redesigning the bank's operating model requires a fundamental shift in how banks think about their operations – product simplification; integrated distribution; shared service infrastructure; risk management at a customer not product level; streamlined compliance processes. In an era where customer demands and competitive intensity are both increasing, banks need to do something different – more of the same is not enough. They need to consider their organisational capabilities and alignment, their operational processes and their technology platforms to address varying needs of customers. There is a lot to learn from other industries. Many consumer products companies do not own the entire value chain. They focus on what makes them distinctive – product design, marketing, distribution – and contract out much of the rest to third-party specialists, which the bankers too can simulate.

• Obtaining an information advantage:

Information generation by customers is increasing exponentially as their interactions spread over a wider cross section of the society. Information pertaining to simple tasks like payment of a utility bill, a movie reservation, channelling a doctor etc., to a more complex assignment like modifying the architectural layout plan of a production floor through interactive discussions in a digital interface, may easily be replicated for further use at zero cost. Leading players track, filter, compile and harness relevant information from all enabled sources. They are in the process of developing advanced analytical tools to integrate this vast library of data, analyse it and create actionable insights.

• Enabling innovation and the capabilities required to foster it:

Innovation is doing things differently. Not just new products or a new customer experience, but doing things differently across the entire business model including transforming the business model itself. Innovation will be the single most important factor driving sustainable top and bottom line growth in banking over the next five years. The main focus areas for innovation in the banking sector are customer interfaces and channels, followed by customer need identification, products and core platforms. Innovation requires a new management discipline; that innovation activities need to be coordinated and managed for maximum efficiency, and not left to evolve by chance within individual business units.

• Proactively managing risk, regulations and capital

Global regulation of capital, liquidity and related stress-test requirements, as well as enhanced prudential standards, will continue to evolve and eventually force globally active and/or systematically important banks to meet even higher stringent and binding standards. Establishing a common thread of consistency to support a sound, robust and integrated enterprise risk framework will be a key to meeting regulatory expectations from both micro- as well as macro-prudential perspectives.

4. Power of innovation

With reference to above-mentioned macro-trends, challenges and the priorities, one can figure out a conspicuous proposition that those who value, practice and promote innovation will outsmart their competitors. PwC (2014) infers that innovation will be the single most important factor driving sustainable top and bottom-line growth in banking over the next five years.

Innovation is a process of translating an idea or invention into a good or service that creates value or for which customers will pay. To be called an innovation, an idea must be replicable at an economical cost and must satisfy a specific need (businessdictionary.com). Innovation involves deliberate application of information, imagination and initiative in deriving greater or different values from resources, and includes all processes by which new ideas are generated and converted into useful products. In some areas, an innovation can be defined as something new and has been adopted. This clue leads to the confusion of innovation with invention. An invention is a unique or totally new device, method, or process. Some American economists and political scientists affirmed that innovation played a more important role in economics than did invention. There was evidence to the effect that invention is about thoughts on the draft, while innovation is ideas applied in practice (Wentao, 2012).

In business, innovation often results when ideas are applied by the company in order to further satisfy the needs and expectations of the customers. In a social context, innovation helps create new methods for alliance creation, joint venturing, flexible work hours, and creation of buyers' purchasing power (businessdictionary.com). The dominant values of innovation process are defined as changes in customer demands, boundaries and the ability to react (Denervaud & Chatin 2011; cited by Wentao, 2012). Innovation in organisational context had been summarised as "The simple combination of existing techniques carried out in order to improve processes of products that could achieve some advantage for the organiation" (Escalfoni & Borges, 2008; cited by Wentao, 2012).

5. Driving successful innovation

Available literature which addressed the success factors of innovation in an organisational context commonly highlight that, a well-defined and pro-active strategy is central to an innovative organisation. The strategy should be diverse enough to address a spectrum of technological, financial, and human issues, and should be congruent with the future scenario envisaged for the organisation (Zhao, 2005). This view is compatible with the suggestion of PwC (2014), which provides following key areas for the bankers to concentrate on:

• Talent:

Banks need to attract people who think big and who challenge the status quo, people who are obsessed with the customer, not with the processes, and enable them to succeed through inspirational oversight which may be outside of the existing corporate structure with different reporting lines, different measures of performance and even different office space.

• Agile development:

The need for agile product and technology development skills is felt very important in order to bring new products and capabilities to market much quicker than today. This requires continuous trial and error activities till an acceptable solution is arrived at which is to be followed by real-life pilot testing. Rapid learning from customers too is considered an important ingredient.

• Partnerships:

Comparatively the players in other sectors outnumber the bankers in the count of innovations in a given period. Hence any attempt to foster partnerships with technology start-ups, academic institutions, entrepreneurs and even with non-bank players may be productive and beneficial.

• Senior sponsorship:

When people are asked to do things differently, they need to believe they will be rewarded, not penalised, for doing so. Hence the sponsorship of the top management is considered indispensable.

For a traditional bank, the above-mentioned implementations will necessitate a change in the organisational culture. The culture is defined as a set of historically evolved learned values, attitudes and meanings shared by the members of a given community that influence the material and non material way of life (Tayeb, 1988). Cascading from that, one can define the organisational culture as the norms and deeply rooted values and beliefs that are shared by people in the organisation (Zhao, 2005). Any attempt to change the organisational culture should start from the CEO-level. Hence the requirement for senior sponsorship is once again affirmed as essential for a bank to be innovative.

However, there exist some powerful challenges which impede activities on successful innovation. As per PwC(2014), taking new innovative ideas to market in a rapid and scalable way, finding the best talent to make innovation happen, establishing a culture within which innovation can thrive and finding the right external partners to help make it happen are such challenges which need to be meticulously addressed. Muhammed (2013) affirmed that market adaptation of any kind of an innovation is influenced by the "Five Customer Innovation Demands", namely, relative advantage, compatibility, complexity, trialability and observability. Unless the innovative offering displays a perceivable advantage over existing product or service there will be no reason for a customer to move away from the status quo. Similarly, the new propositions should be compatible with the need and affordability. At the outset, presence of complex features of the products or services, which are less obvious to comprehend, may distract customers' busy minds. Customers conventionally prefer trials prior to final decisions thus this need has to be well articulated in the adaptation part of the innovation. Finally the product or the service should be seen as an innovation in the eyes of customer. Irrespective of the hard work characterised with analytical and professional effort in the process, without the presence of clear observable distinctive features, no customer will move away from existing products or services.

6. Importance of entrepreneur-mindedness for innovation

Banks are not very much known as hotbeds of innovation. While the sector has had its fair share of innovation over the years, in many instances, banks tend to be cautious, bureaucratic, and subject to multiple layers of process and stifling levels of oversight (PwC, 2014). In other words, the bankers remained "employee-minded" displaying strong desire towards adhering to respective job descriptions rather than thinking out of the box. However, there is enough justification to this school of thought. Especially after the recent financial crisis, the banking sector had come under heightened regulatory scrutiny, which remains a key concern for the industry as regulatory reforms continue to emerge. Imposition of higher risk management standards, curtailment of proprietary trading activities, heightened scrutiny of business models, imposition of more stringent capital adequacy norms, and increased reporting requirements have adversely impacted the profitability and growth prospects of the banking industry.

While the bankers concentrate on tightening screws on regulation, which is not among the least concerns of customers, they have confronted a new challenge from non-banks (such as retail chains, non-banking financial services companies) that are increasingly emerging as potential competitors to traditional banks. These competitors have already got transformed into strong headwinds against bankers as they were marketing a great deal of innovative solutions. The questions to be asked here are why those solutions were oblivious to bankers? Why were the bright new ideas not captured by the bankers? What prevented the bankers converting the ideas into new ways of offering products or services? The answers can be embodied into one explanation; "the absence of entrepreneur-mindedness". The banker cannot become an entrepreneur all of a sudden but he can develop himself to think as an entrepreneur. Entrepreneurship, in its narrowest sense, involves capturing ideas, converting them into products and or services and then building a venture to take the product to market" (Zhao, 2005), thus the regulations constitute no barrier for a banker to become "entrepreneur-minded".

7. Who are entrepreneurs?

Entrepreneurs can be found in many walks of life; entrepreneurship extends far beyond the small business owner-manager sector, with which it is ubiquitously linked (Thomson, J.L, 1999). The definition of "the entrepreneur" and the conception of the entrepreneurial role in a social, economic or corporate context have remained slippery and elusive (Sandberg, 1986). Two general directions, in how to define an entrepreneur, can be traced in entrepreneurship research, one functional and the other indicative. The functionalistic approach explains the concept of entrepreneurship as dependent on what an entrepreneur intends to do, does or has done, that is to specify a distinct function, and all who accomplish this function are to be considered as entrepreneurs. Each theory in this area has to be based on some assumptions about intention or behaviour. The indicative approach describes entrepreneurs in a way they could be recognised, for example the description could consist of position in society or legal status (Hansemark, 1998).

Etymological explanation of Cunningham & Lischeron (1991) was that, the term "entrepreneur" was derived from the French verb "Entreprendre" which means "to undertake". Those who undertook the risk of starting and running a new enterprise were named entrepreneurs. Apart from that in early 16th century, the French military leaders too were called entrepreneurs believably due to their innovative approaches and the risks associated with the war-related expeditions they undertook (Charantimath 2006).

The academics and professionals have given strands of definitions and interpretations for the terms entrepreneur and entrepreneurship as evident in related literature published over many decades. In spite of the distinctive nomenclature used, most of the explications comprehend entrepreneurship with the term innovation, which deduces that entrepreneur and innovation are virtually inseparable.

Joseph Schumpeter was one such scholar who identified entrepreneur as an innovator. According to his conceptualisation, the entrepreneur starts acting in an environment having a general equilibrium, where all markets are perfectly competitive with known customer-preferences and given producer-technologies. The entrepreneur, as explained by Schumpeter, breaks this equilibrium by introducing new combinations of the means of production and capital. This situation brings profits to entrepreneur but after sometime the environment becomes "normal" where many new personalities would follow suit, share slices of the same pie, resulting in equilibrium once again. This is where the entrepreneur gets activated again, shatters the newly formed equilibrium and creates a new environment which brings profits to him through a different set of variables. Schumpeter further elaborated that such a process would continue one after another episode owing to the entrepreneur's inner state of mind which energises him to savour the joy of creating and fulfilling something by harnessing his own ingenuity (Sandberg, 1986). In addition to the commercial orientation, the literature throws light on the concepts of "social entrepreneurship" and "community entrepreneurship" too. Social entrepreneurs have many similarities with other entrepreneurs but they also have "a strong commitment to help others".

The main task of the community entrepreneurs is defined "as to create a local infrastructure for other entrepreneurs" (Sundin, 2011). "Entrepreneurship" was further defined as the discovery, evolution and exploitation of future goods and services by creating or identification of new ends and means previously undetected or unutilised by market participants (Eckhardt and Shane, 2003; Cited by Brandstatter, 2011).

Entrepreneur is also identified as a person capable of injecting imagination, out of the box thinking and having a passion to excel on one hand. On the other hand he attempts to strengthen functions of planning, organising, leading and controlling together with sharpening of various skills associated with successful operation of his enterprise, based on experience and knowledge, in a more dynamic manner so that he will be equipped with means to withstand unpredictable changes in the environment to a greater extent. In other words, the entrepreneur is assumed to be a person who is going beyond the objective of survival and reaching higher levels of comfort in any environment (De Costa, 2012).

8. Fostering entrepreneur-mindedness

With reference to the explanations given, the author proposes that one way of introducing innovativeness to a bank is to foster entrepreneur-mindedness among its employees. This will leave the top management with the age-old dilemma: "Are the entrepreneurs born or made?" Deamer and Earl (2004) infer that entrepreneurship can be seen as a transient rather than a stable trait which is conceptually viewed more as an event than a stable characteristic. They affirmed many scholars' implicit suggestion that entrepreneurial qualities can be developed in anyone. Hence no longer will such a dilemma exist and now it has become the task of the top management to explore avenues of inculcating entrepreneur-mindedness across the entire organisation. In this exercise the author suggests that the top management of the bank develop and exploit "corporate entrepreneurs". As per explanations of Zhao (2005), "corporate entrepreneurs", who are also known as "Intrapreneurs", are none other than the people in the same organisation who possess similar characteristics of entrepreneurs of their own business entities. These corporate entrepreneurs or Intrapreneurs are capable of acting as change agents, giving the leadership to foster entrepreneur-mindedness within the organisation, if strategically placed in groups with clearly set objectives. The next difficult task would be the identification of the people with entrepreneurial orientation, for which the author opts for the approach stated below.

9. Identification of employees with entrepreneurial orientation

After compiling findings of many researchers, Llewellyn & Wilson (2003) summarised that there are different personality traits common to all entrepreneurs. Author believes that assessment of such personality traits will be one of the ways to identity employees with entrepreneurial orientation in an institution. The next step is to understand what personality traits are? Cooper (1998) explains that personality traits are constructs to explain regularities in people's behaviour and help to explain why different people react differently to the same situation. Among the systems used to determine the extent of presence of traits within a person, the "Five Factor Model" (also named as FFM in literature) has been accepted by many scholars as the most predominant (for example: Costa & McCrae, 1992). This model illustrates five broad dimensions of personality. These dimensions are, openness to experience, conscientiousness, extroversion, agreeableness and neuroticism, labelled as the Big Five, which are also used with acronym OCEAN. The task of the top management is to study the individual employee's pattern of thinking, feeling and reaction, in terms of those five dimensions in a variety of situations, in the past, present or in an artificially created environment for testing purposes. The method of measurement will be qualitative, probably based on an appropriately designed questionnaire which can be completed by respective subordinates and their superiors.

• Openness to experience:

This dimension describes the breadth, depth, originality, and complexity of an individual's mental and experiential life. According to Zhao and Seibert (2006), it can be derived that people with entrepreneurial orientation have substantially higher scores on this aspect than the majority who appear to be with employee-orientation in an organisation. One's behavioural inclination towards intellectual curiosity, creativity and novelty implies his openness to experience. People who are highly open to experience tend to be liberal and approach problems in new and innovative ways (Llewellyn & Wilson, 2003). They tend to apply imagination and value independence in aligning themselves with organisation's vision and dislike strict routines. Openness to experience therefore is fully compatible with characteristics of entrepreneur-minded people as their values always signify innovativeness.

• Conscientiousness

This dimension describes socially prescribed impulse control that facilitates task- and goal-directed behaviour, such as thinking before acting, delaying gratification, following norms and rules, and planning, organising, and prioritising tasks (Brandstatter, 2011). Such people desire to do a task well, generally hard-working and reliable. It appears that these characteristics fit with conformists or people who strictly comply with rules and regulations in one perspective. Accordingly one can argue that it opposes innovativeness. Paradoxically the findings of Zhao and Seibert (2006) imply that conscientiousness is one of the Big Five dimensions where people with entrepreneurial orientation are superior to their ordinary counterparts in an organisation.

This means the true entrepreneurial people display self-discipline, integrity and dutifulness while being innovative for a high level of achievement.

• Extroversion (or Extraversion)

This dimension implies an energetic approach toward the social and material world and includes traits such as sociability, activity, assertiveness, and positive emotion. With reference to findings of Brandstatter (2011), one could think of a certain affinity between extroversion and innovativeness (i.e., initiating actions on opportunities, shaping the environment according to one's goals and being persistent in goal striving) for which researchers report higher scores for people with entrepreneur-mindedness than for people who are mostly employee-minded.

• Agreeableness

The term agreeableness contrasts a prosocial and communal orientation towards others with antagonism and includes traits such as altruism, tender-mindedness, trust, and modesty (Brandstatter, 2011). This implies a cooperative mindset of a person who does not prefer challenging the status quo. Those who score high in this dimension do not tend to act independently of others or of social values and expectations. They become submissive when new ideas are criticised or turned down by the top management. They, even with knowledge and understanding of necessity to be innovative in critical instances, tend to think that others will get antagonised if counter proposals are made. This behaviour shows a negative correlation with entrepreneurial orientation as per findings of Zhao and Seibert (2006).

• Neuroticism

This dimension contrasts emotional stability and even-temperedness with negative emotionality, such as feeling anxious, nervous, sad, and tense (Brandstatter, 2011). Neurotic people tend to experience unpleasant emotions easily and display anger, anxiety, depression and vulnerability without an internal effort to control or subdue. They are manifested with uninspiring and unconcerned characteristics. According to Zhao and Seibert (2006), people of high entrepreneur-mindedness score low on neuroticism than ordinary employees in an organisation.

10. The way forward

As stated earlier, the first task of the top management is to identify entrepreneur-minded people in the institution. Hence a suitable questionnaire has to be designed, which can capture the relative degree of presence of each dimension in the Big Five in employees. Typically a question to determine one's openness to experience may be;"When a customer requests a service completely unknown to me, I will do so only if the Operational Manual permits" for which a score will be given to employee's answer on Likert scale, "Strongly Agree", "Agree", "Do not know", "Disagree" and "Strongly Disagree". With reference to the FFM, as explained above, the entrepreneur-minded people will be more inclined to openness to experience, conscientiousness and extroversion with relatively higher scores for these dimensions than the other two in the Big Five. The scores of entrepreneur-minded people for agreeableness and neuroticism will be significantly lower than employee-minded people. The author cautions not to treat the answers to the questionnaire as the sole determinant but to compile a long audit on past performance of each employee to verify the facts embedded in their answers. This may be a tedious task as chances of keeping records on past behavioural patterns of employees are remote. As an alternative, the employees can be given structured assignments or group exercises which should be carefully administered to capture facts fitting into the FFM. The final decision may be a combination of results of all such tests. After the identification of people with entrepreneur-mindedness, they can be grouped appropriately and observed in real-life assignments on development of new products and services, improvement of existing offerings and delivery channels and many other appropriate activities. The identified entrepreneur-minded people have to be groomed to assess the impact of emerging macro-trends and to take the lead in finding innovative solutions to face new challenges. Establishment of an innovation-oriented culture would be the final objective, for which sponsorship by the top management is an essential ingredient. With that sponsorship, more people are expected to either join their fellow innovative employees or face obvious layoffs.

11. Conclusion

What we need to understand is that the world is rapidly changing and the success formulae of today will lose the effectiveness tomorrow, making innovativeness an essential attribute everywhere. Fostering an innovation-oriented culture brings numerous benefits to a bank. Among many initiatives to promote innovation, the author has singled out the exploitation of entrepreneur-mindedness of employees and attempted to explain how to identify and further develop such people in the institution. However, the author has not illustrated the techniques and methods involved in such identification or development which lies outside the scope of this article.

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