



BUILDING RESILIENT LEADERS AT SIMBAG

What deliberate investment in people is beginning to change
SIMBAG's leadership development story and early impact



15-minute sharing deck

WHO WE ARE

32nd YEAR
of operation

SEDP – Simbag sa Pag-Asenso Inc. (A Microfinance NGO) / SIMBAG MICROFINANCE

A development-oriented Microfinance NGO under the Diocese of Legazpi

- Established in 1994
- Started as a Social Action Center program
- Spun off as a separate entity and registered with SEC in 2004

FIELD PRESENCE

6 provinces

Bicol Region +
Northern Samar

BRANCH NETWORK

10 branches

35 satellite parish
outreaches

CLIENTS

108K

clients served

LOAN PORTFOLIO

₱1.023B

loan portfolio

PAR RATE

3.26%

portfolio at risk

NO. OF STAFF

551

TECHNICAL TRAINING

95.82%

FORMATION TRAINING

89.69%

Why this matters to
our leadership story:

Our scale, field operations and service reach require leaders who can manage complexity, develop people and make sound decisions under pressure.

Our people-development system goes beyond leadership training

Technical Capability + Leadership Capability + Formation are developed together.

1. Technical / Role Capability

To ensure that Simbag staff have the knowledge, skills, and confidence to perform their roles effectively, consistently, and in line with SIMBAG policies and microfinance standards.

2. Application & Reinforcement

To ensure that training results in the effective application of knowledge and skills in the workplace, improved job performance, and sustained positive behavioral change.

3. Formation & Values

To develop capable and competent employees who are grounded in the values, purpose, and mission of SIMBAG, and understand why their work matters

We are not developing only what people can DO—we are also developing how they LEAD, SERVE and make decisions.

SIMBAG's Leadership Context

The development story starts with the pressures our leaders were already experiencing.

Operational pressure

High workloads, staff shortages and multiple responsibilities reduced time for planning, problem-solving and longer-term priorities.

Decision pressure

Issues were sometimes escalated without enough analysis, increasing reliance on senior leaders and slowing resolution.

People pressure

Communication gaps, inconsistent coaching and younger-staff turnover affected alignment, engagement and workload.

Organizational Transition & Trust Pressure

New processes and policies created inconsistent implementation, leading to compliance concerns and declining staff trust.

These pressures made leadership development an immediate organizational need—not simply another training activity.

Our approach to building resilient leadership

We are trying to build leadership capability as a system, not as a one-time intervention.

Ground the leader

Self-awareness and growth mindset help leaders recognize their responses, remain open to feedback and connect work to purpose.

Strengthen judgment

Critical thinking and structured problem-solving help leaders diagnose issues before jumping to solutions or escalating.

Develop people

Coaching, delegation and management fundamentals shift leaders from doing everything themselves toward building team ownership.

Reinforce application

Reflection, peer learning, on-the-job application and follow-through help move learning from the classroom into daily work.

What investing in our people has meant

We chose to be more deliberate because the leadership gaps were interconnected and recurring.

Training only when a problem appears

Reactive development

- Responds to an immediate gap
- Can become a one-off event
- Application depends heavily on the individual manager
- Does not automatically create shared leadership standards

Deliberate people development

What we are building

- Common leadership capabilities
- Practical tools and shared language
- Application, reflection and peer learning
- A stronger pipeline for leadership continuity and succession

The investment is therefore not just the training days—it is the time and structure that allow leaders to practice, apply, reflect and develop others.

What we are beginning to see

The early evidence is behavioral: leaders are changing how they lead day to day.

83.02%

applied both self-awareness and growth mindset

Delegation is becoming more intentional.

One SPO Manager described workload shifting from about 80% on the manager to about 50%, with more work distributed to the team.

86.79%

reported applying coaching at work

Meetings are becoming more developmental.

Leaders described moving from status updates toward questions, discussion, coaching and greater staff participation.

74.55%

used FrED for critical thinking and problem-solving

Problem-solving is becoming more disciplined.

Leaders reported looking for root causes and context before deciding or presenting issues to stakeholders.

simbag
MICROFINANCE

What has not fully worked yet

The early results are promising, but the report does not support saying the work is finished.

Application is not universal

- 13.21% reported they had not applied coaching at work.
- 5.45% reported they had not applied critical thinking/problem-solving tools.
- Some concepts still need reinforcement.

Long-term impact is still early

- The evidence shows short-term learning and behavioral outcomes.
- Leadership pipeline strength, retention and organization-wide consistency require continued observation.

Consistency is the next challenge

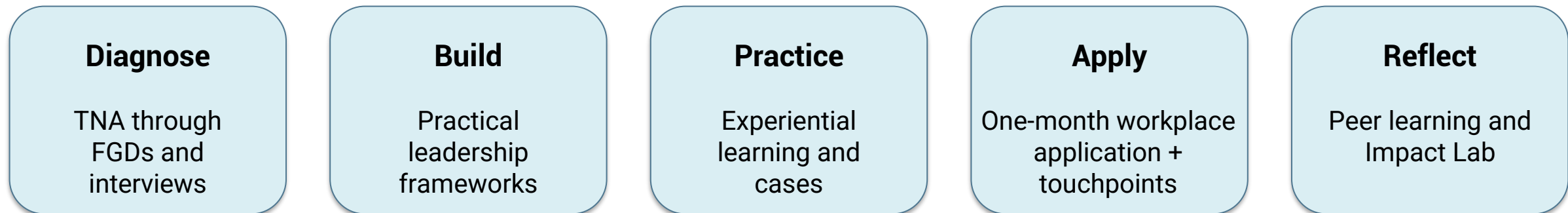
The task now is to embed coaching, reflection, delegation and structured problem-solving into regular leadership routines across branches and support units.

Our learning: a strong program can start behavior change; the institution has to make the behavior sustainable.

Where BagoSphere fits in our plans

BagoSphere supported an agenda SIMBAG already needed to address.

Their contribution was to help translate our leadership pressures into a structured, applied development journey:



In our words: BagoSphere gave us practical frameworks, a shared language and a supported space to practice leadership differently before expecting it to become routine.

What we are putting in place next

The report points to reinforcement as the bridge from training impact to leadership resilience.

Institutionalize

Use coaching check-ins, reflection moments and delegation/workload reviews in regular leadership routines.

Standardize

Use shared coaching approaches, delegation practices and problem-solving tools such as FrED across units.

Continue application

Keep GLP graduates learning through practice, reflection and peer learning rather than treating graduation as the endpoint.

Strengthen continuity

Extend development to future and emerging leaders so shared behaviors and decision standards support succession.

Continue our partnership with
BagoSphere

PTL
Support Staff

GLX
Branch Managers

PTG
Community Development
Workers

Our next step is to broaden deliberate leadership development across different levels of SIMBAG.

Our takeaway

Resilient leadership is not about having all the answers.

For SIMBAG, it is about developing leaders who can stay grounded in purpose, think clearly under pressure, develop others, and continuously learn.

The early results tell us we are moving in the right direction.
The next test is whether we can make these behaviors consistent, shared and sustainable.

Thank you !

