

Overview

The organization profiled in this Case Study is a leader in offering businesses, individuals and institutional clients a wide range of financial products and services. A member of the Fortune 500, this company has approximately \$200 billion in assets under management and serves some 15 million customers worldwide.

This document features one of the company's 30 regional business centers, offering retirement and financial ideas, concepts and solutions to small to medium-sized businesses, executives, and entire management infrastructure.

Objectives

- Maintain 50% or higher retention rate for financial representatives
- Coach financial representatives to identify obstacles preventing them from achieving quantifiable goals
- Increase production annually by a minimum of 10% and a goal of 25%
- Ask 'coaching questions' to help producers self-diagnose; take ownership of actions and ultimate outcome

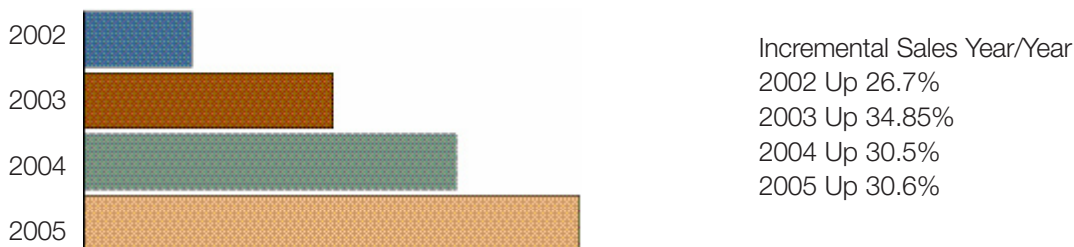
Solutions Implementation

In 2002, Integrity Coaching® was implemented for the entire management team of two offices within the Midwest Region. The commitment by leadership to this process was immediately and dramatically demonstrated by conducting all sessions face-to-face. This commitment meant a weekly 2 1/2 hour drive, alternated each week, for the teams involved. As managers were transformed into coaches, Integrity Coaching provided a key differentiator in recruiting, building and retaining top performers. Four years later, consistent use of the coaching principles remains an important part of the Business Center strategy for success.

Integrity Coaching

Impact

- Retained over 70% of producers hired into sales unit the past four years
- Four-Year New Producers Sales Chart:



- 10 producers won the Early Achievement Award the last four years
- New producers with four years of experience or less attained Club Level 16 times since 2002

"The Integrity Coaching principles we implemented were instrumental in guiding our financial representatives to sustained, measurable success. It provides managers with a flexible format to help producers identify activities that help them reach their goals and work around obstacles. Our sales unit has experienced significant growth over the last four years. We've nearly tripled our sales. This coaching method is very powerful because it encourages the producer to take ownership of their goals through self-discovery."

Managing Director, Midwest Region, Leading Fortune 500 Financial Service Company