

# Case Study

This case study captures key issues and results for a leading FDIC insured federal savings bank offering customers traditional and innovative banking products and services through the Internet, telephone personal bankers (available 24 hours a day, 365 days a year), U.S. Mail and a nationwide network of ATMs. The features bank has more than 100,000 retail customers, \$1.22 billion in assets, \$1.08 billion in deposits and more than 130 employees.

## OBJECTIVES

- Leverage investment in The Customer® and Integrity Selling® processes: develop good coaches for long-term success
- Provide a coaching process for first-time leaders and others who didn't have a formal coaching process
- Build awareness and alignment to understand differences between managers and leaders, and the unique skill sets needed
- Create belief in the value of coaching and that leaders do have time to coach

## SOLUTION IMPLEMENTATION

In late 2004, mid-level managers began the initial Integrity Coaching process to leverage the investment in The Customer and Integrity Selling. It was a natural next step for the Bank leadership to endorse the coaching process based on their trust and belief in previous Integrity business solutions. The goal was to implement with every 'leader of people' at the Bank. Personal Growth Sessions are utilized to keep the concepts alive and leaders energized to continue coaching to goals and building their people.



## IMPACT

- Generated leadership excitement and increased commitment as they related more closely to their employees
- Increased empowerment of employees to solve problems without having to escalate to the next level
- Viewed as a valuable strategy for leader and staff retention

*"The Integrity Coaching program benefited our leadership team in several ways. It elevated the importance of coaching in our jobs. It allowed us to rally around a consistent philosophy and process for improving employee performance. Most importantly, it provided a venue for sharing with and challenging one another about how we can best help our team succeed."*

*Director Bank Customer Center*

*"Through Integrity Coaching, I not only became a better leader and coach, I also enriched my staff, both on a personal and business level. Together we solve problems and are more productive which results in people performing to a higher potential."*

*Assistant Manager Deposit Operations*