⊘ Stop At Nothing

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Case Study

Information Technology Division
Fortune 500 Commercial Bank

Accelerated rollout of corporate values; improved employee engagement and performance metrics

Situation

The enterprise information technology division of the large commercial bank was a strong and vital resource to the organization. They were solid business partners with the retail, commercial and wholesale sides of the bank, maintaining and improving their sound technology platforms.

The bank was in the early stages of instilling new corporate values via an organization-wide campaign but was experiencing slow progress. While the IT division had consistent emphasis on the new corporate values from their Senior Leadership Team, there was a need to connect and relate the concepts to day-to-day operations throughout the organization; front line employees viewed the value campaign as another program that would fade with time.

Overall, the IT organization exhibited many positive traits that contributed to a relatively healthy and efficient work environment. Among these were the knowledge, technical competence, and integrity of the team members, along with recent efforts to improve communication, teamwork, and leadership. While there was effective collaboration in crisis mode and around specific tasks or projects, there was a need for improved proactive and creative teamwork.

Challenges

The following challenges prevented both successful collaboration and alignment around corporate values:

• Heavy workloads, focus on quantity over quality, and reactive decision making impacted effectiveness.
• While communication had improved, it was inconsistent and lacked transparency.
• Lack of role clarity, limited understanding of other groups within the organization, and conflicting priorities created silo behavior and prevented cross collaboration.
• Employees did not feel valued or fully appreciated and found the work environment to be highly stressful.
• Conflict was avoided and leaders as well as employees did not speak up or directly with one another.

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Solution

The company engaged Stop At Nothing to conduct five Team Effectiveness Assessments with key groups within the organization. Through in-depth, anonymous interviews and surveys, Stop At Nothing identified key areas of opportunity that could significantly impact organizational effectiveness:

- A need to improve teamwork and collaboration among the Senior Leadership Team.
- Opportunities for improved inter- and intra-departmental teamwork and collaboration below the Senior Leadership level.
- Enhanced communication beginning with the Senior Leadership Team and through all management ranks and lower level teams.
- A need to improve leadership effectiveness by virtue of individual development and commitment.

In order to meet these needs, Stop At Nothing cascaded an additional five Team Effectiveness Assessment sessions within the organization, clarifying areas of strength and opportunity and establishing team and individual action plans by which to gauge progress and success.

Benefits

While the bank emphasized the new corporate value strategy with the intention of improving employee satisfaction and engagement, only the enterprise IT organization employed Stop At Nothing. The initial and cascaded Team Effectiveness Assessments not only gathered data to speed the roll out of the corporate values but also provide quantifiable individual leadership and team opportunities for improvement.

Each leadership team that participated in a Stop At Nothing session established and successfully implemented action plans, specific desired outcomes, and team behavioral agreements to drive team performance. Team leaders created and executed individual behavioral agreements to enhance their leadership effectiveness.

Quantifiable achievements were made:

- The IT organization surpassed the overall bank employee satisfaction metrics each year.
- While the bank improved year-to-year in satisfaction, the IT organization nearly doubled the bank's improvement metric, .15 compared to .27.
- Even greater, the bank's employee engagement numbers improved year-to-year by 46% while the IT organization's improved 157%.