



## Client Engagement Highlights: Direction, Business Strategy and Priorities

- Client Profile**
- US Super Community Bank, operating primarily in three Southeastern states
  - Approximately \$15 billion in assets, with 200 branches
  - Historical financial performance below its peer group

- Client Needs** In addition to the economic and market environment challenging most banks, SPP's client also suffered from a number of other factors, including:
- A historical focus on 'growth at all costs' that led to undisciplined decision-making;
  - Lack of a clearly articulated direction, business strategy and priorities;
  - Low levels of employee engagement, satisfaction and commitment;
  - Internal silos and competition for business;
  - Declining customer service and satisfaction.

- Objectives of SPP's Engagement** In consultation with the Bank's CEO, SPP developed an action plan that balanced material short-term improvements with building the foundation for a sustainable recovery. The plan focused on:
- Refining and clarifying the bank's vision, strategic priorities, implementation plans and culture;
  - Building clarity and commitment to the vision and direction, across the entire bank;
  - Developing and executing tactical implementation plans, with a high degree of 'buy-in', across the entire bank.

- Results**
- Current operating/financial performance improved markedly.
  - The bank was recently recognized by its customers and Greenwich Associates for excellence in small business banking.
  - Team members clearly understand and are focused on achieving the bank's strategic objectives. The following data is derived from questionnaires completed in focus groups and surveys of staff members at various stages of the initiative.

Client Engagement Performance Metrics		Nov. '08	Feb. '09	April '09	Oct. '09
		Baseline	Phase 1	Phase 2	
		Bank-wide Sample	Local Managers	All Team Members	All Team Members
1	Our vision is clear to me.	71%	98%	93%	90%
2	Our strategic objectives are clear to me.	73%	96%	91%	86%
3	The measures of success are clear to me.	69%	89%	85%	80%
4	Our vision, strategy and objectives are appropriate.	76%	96%	90%	87%
5	Our value proposition is clear to me.	77%	93%	89%	86%
6	We have a compelling value proposition.	70%	87%	85%	79%
7	The characteristics of our desired culture are clear.	71%	94%	88%	85%

- SPP's Methods**
- Conducted staff focus groups to clarify perceptions / concerns and begin building engagement. *(Many of the challenges identified above were surfaced in these focus groups.)*
  - Designed and facilitated a process for senior management to refine and articulate the Bank's strategic objectives and plans. *This ensured that the direction of the Bank represents a 'shared vision' which all members of the senior leadership team advocate.*
  - SPP designed, developed and coached the implementation of a 'cascade', in which senior management shared strategic objectives and plans with line managers in interactive workshops – encouraging their involvement in setting objectives and plans for the business units.
  - Subsequently, line managers cascaded the strategic direction and plans for business units to local, cross-functional teams. Line managers and teams collaborated on specific action plans to implement the strategic objectives. Once again, SPP designed, developed and coached the implementation of this cascade.