



Global Financial Services Company drastically increases ROI with Ninth House

INDUSTRY:
Financial Services

THE CHALLENGE:
Deliver a truly effective leadership program to 20,000+ leaders globally

- THE OBJECTIVES:**
- Instill key leadership values across all levels of the organization
 - Equip people managers to drive behavioral change
 - Demonstrate quantifiable results and high ROI

- THE RESULTS:**
- 2.4 x greater productivity increase over stand-alone online courses
 - Double the ROI than that of classroom based training

"This particular initiative, which was among the first we've done using the blended learning approach with Ninth House, has set the stage for how all leadership training should be done. It's absolutely critical for the participants to have the tools they need to take what they've learned and use it more each day."

Leadership Development Analyst, Global Financial Services Company

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This \$64 billion dollar financial services company has 65,000 employees throughout 45 countries worldwide, conducting four billion transactions and issuing 400 million statements per year. With a highly admired brand, strong share price, and second-to-none employee engagement the company is a fixture on lists such as Fortune's Best Places to Work, Diversity Inc. and Working Woman Magazine, and has a major focus on innovation and talent management.

Leadership at this company means creating exceptional outcomes for shareholders, customers and employees. It has built a talent strategy and leadership model that is intrinsically tied to its key leadership values: integrity, customer commitment, quality, personal accountability, teamwork, respect and citizenship. Senior leaders are held accountable to create goals and plans for their employees, engaging and developing key talent for retention, and inspiring a culture of diversity.

However as an organization in the service industry, it realized that part of its overall talent strategy must include the ongoing development of employees at all levels of the organization - it is their people on the front lines who ultimately create their customer experience that is unparalleled by its competitors.

A greater focus was needed to deliver training and development to more than just their top tier leaders. They needed a solution targeted to their 20,000+ directors and people managers which would truly effect behavioral change across the entire organization. Additionally the program needed to be scalable to reach their widely geographically dispersed audience.

The company turned to Ninth House to help them build a program to achieve these goals. With their Situational Leadership® II course as an anchor, Ninth House designed a solution using their award winning blended learning approach.

Written by renowned leadership expert Ken Blanchard, Situational Leadership® II teaches leaders the right management and coaching skills to assist in building their employees' competence and productivity. It provides a model whereby leaders partner with direct reports, diagnose, and develop unique action plans, empowering managers with the techniques to adjust their leadership style to their employees' individual development levels.



The integrated, blended delivery of the program involved several components:

First the participants attended a classroom type kickoff event where they discussed the focus of the program, the learning process and expectations, as well as how to apply the learning to their business;

Participants then took the self directed online Situational Leadership® II course;

Following completion of the course, participants attended a wrap up event that was a virtual classroom experience. During this event participants were encouraged to talk about what they had learned with their teams and their managers, how best to apply the learning and were given an internally developed sustainability tool to facilitate one on one follow-up conversations with their leaders.

The program was highly successful.

To gauge the sustained effectiveness of the program and quantify their ROI the company implemented a rigorous measurement plan. They used the Kirkpatrick/Phillips 5 Levels of Learning, augmented by an additional measure which looked at the extent to which factors in a participant's immediate work environment were either helping or hindering the "transfer" of the learning back to the job.

They evaluated not only the Ninth House blended approach but also looked at basic online courses with little formal supporting activities and instructor-lead classroom training events which delivered the same content.

Their findings concluded that the Ninth House blended learning approach, which by design creates and fosters a climate of high, immediate manager support, offered significantly higher impact than online courses alone and at a much lower cost than classroom based training. In fact the blended approach achieved a 2.4x greater productivity increase over stand alone online courses. At half the cost, it also achieved more than double the ROI than that of the classroom based training.

This particular initiative was a first of its kind at the company leveraging the Ninth House blended approach. It's overwhelming success – and demonstrated quantifiable results - has set the stage for all of their leadership training. Their analysis has informed business groups across the organization how to maximize the effects of their employees' training. The program continues to be a key component of their leadership development and talent management strategy.