

**CUSTOMER:**

Large Financial Services Provider –
Mutual Fund Division

INDUSTRY:

Financial Services

ORGANIZATION SIZE:

600 employees worldwide

THE CHALLENGE:

Become a top 10 mutual fund company

THE OBJECTIVES:

- Create a culture with solid values to guide and unite
- Develop people by creating a deep, strong and diverse base of talent
- Place the right people in the right jobs
- Ensure each team member understands and can articulate the business strategy, competitive advantage, and business drivers
- Become an employer of choice in the industry

THE RESULTS

- Within a 5 year period, climbed 8 steps towards achieving a top 10 mutual fund industry ranking
- Realized double digit growth in key measures of team member satisfaction and engagement
- Reduced turnover

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Large Financial Services Provider Benefits from 5-Year Relationship with Ninth House

THE SOLUTION SUMMARY

In 2002, the president of the Mutual fund Business challenged the organization to become a top 10 mutual fund company in order to offer choices to clients, opportunities to team members, and financial returns to investors. The HR team, working closely with the senior leadership team, took a holistic look at the mission and developed a leadership system that tied directly to the needs of the business. Several strategies were defined to address this challenge, one of which was the 'invest in people' initiative. This initiative required an integrated learning process of business alignment, application, reinforcement

and reward for employees and managers to ensure performance improvement and business impact.

The organization partnered with Ninth House to develop key components of the 5-year "invest in people" learning strategy, design and implementation for managers and employees. Tailored, blended learning solutions around content such as *Self Management*, *Situational Leadership® II* and *Forging Breakthroughs*, including customized case studies, were part of the integrated learning program that helped to drive sustainable behavior change and achieve desired business results.

THE SOLUTION SPECIFICS

The "invest in people" journey began with a level setting assessment of the state of the organization using a team member satisfaction survey. The results of the survey indicated a need to educate employees on the basics of managing the business and that the company was in need of a solid foundation upon which to grow. The summer leadership program (SLP) was established as the means for equipping managers during this time of transformation. Once a year managers would participate in a continuing education program specifically focused on the development of key leadership skills tied to a relevant business driver. For example, year two of the transformational journey was marked by growth through acquisition and, as a result, change management was the focus of the SLP.

In year three, the acquisition trail continued and integration of new employees, systems, and processes was critical. In response to this, the SLP in year three was designed to equip managers with the skills needed to lead their diverse and growing teams using the Ken Blanchard *Situational Leadership® II* model.

The model created a common ground for managers and became the standard for effectively managing individuals by first diagnosing their development level and adjusting their leadership style accordingly. After an initial instructor led launch for managers, the model was further implemented using the Ninth House *Situational Leadership II* and *Self Management* online courses together with related application sessions designed to allow managers and team members to practice and discuss their new skills in daily work life. In addition, The Mutual Fund Business partnered with Ninth House for the learning design and implementation of select Ninth House solutions for a standardized



Learners practice skillful conversation in an engaging parable

on-boarding learning path to integrate new employees and managers into the growing organization. Business-specific, compliance and management (self and others) curriculum was incorporated into the on-boarding curriculum.

As the organization grew through acquisitions and the new entities were integrated, reengineering

became necessary. Therefore, year four of the “invest in people” strategy focused on organizational design. During this phase, managers were equipped with skills to lead their teams within the newly reengineered organization. The successfully reengineered organization was then faced with the challenge of continuing its growth organically. To accomplish this, managers and their teams were required to innovate and strengthen their critical thinking skills. Thus, in year 5, the organization partnered with Ninth House to create a customized, blended learning solution using *Forging Breakthroughs* by Peter Senge to further develop critical thinking skills. The learning design incorporates an online courseware component with a one-day workshop using custom case studies based on survey data derived directly from the organization. During this learning process, managers are given the opportunity to practice making decisions, using company-specific case studies, in a safe environment. Today, managers throughout the organization are equipped to lead their teams in breakthrough thinking which has resulted in organic growth, increased market share and the achievement of other key business initiatives.