



Removing Cultural Barriers to Improvement

The Challenge

A major bank's quality ratings from customers had fallen to the bottom quartile, but the bank seemed unable to act.

Schmalensee Partners' Approach

Linda Burgess, an SP Partner . . .

1. Had senior executives be the Advisory Council to lead quality improvement
2. Assessed cultural barriers to change
3. Had Market Research identify improvements that would have immediate impact and other low hanging fruit
4. Trained all 750 VPs and Senior VPs on successful change management and had them write business improvement plans
5. Regional SVP acted as a role model – involving employees through focus groups and teams and putting a measurement system in place

Results

- Regional SVP saw a 3% increase in customer satisfaction in three months and moved from bottom to top quartile in two years
- Rest of bank follow with improved customer experience standards, measures, and hiring practices

