

# transferring of skill to clients to keep it cost effective

**A leading Australian Bank found do-it-yourself to be the best way to lead wide-scale personal transformation. We helped them do it.**

Shrinking margins and increased competition in the banking industry necessitated a conscious shift towards delivering exceptional service to customers.

Early diagnostics showed a clear link between dissatisfied customers, disengaged employees, and leadership. "We needed to re-gain the hearts and minds of our people, which we felt we'd lost." To re-build employee loyalty and leverage the capability of its people, they focused on transforming the culture of the bank through leaders.

Cost constraints and a desire for full ownership prompted the decision to develop an in-house program and build the capability to run the program internally.

**Back to the drawing board**

Mindset Matters Group (MMG) were approached based on our proven expertise in the design, development and implementation of transformational change. This was coupled with our ability to work intensively with people to nurture individual transformation and build the capability of facilitators to transform others.

The 3-day program developed by MMG draws from emergent thinking to produce fundamental personal transformation. It integrates the new sciences and their impact on how learning can occur. The program accelerates and improves the hit rate of people 'getting it' by incorporating leading research on how people change and how we tend to establish our own limitations.

A team of 11 mainly generalist facilitators were trained to lead the program. MMG worked intensively with the team over five days to kick-start the fundamental personal transformation needed to lead this kind of program. By creating a customised approach, we were able to work with each individual on their level, rather than rely on an off-the-shelf accreditation process.

Timeframes were tight. MMG had six weeks to simultaneously re-design the content, effect personal transformation and train their people to facilitate the program.

**Doing it for themselves**

The internal facilitation team is successfully running the program across the country in Australia, Asia and China. In the past seven months, the team has independently facilitated 45 programs for 900 participants. A unique achievement – "a number of organisations have tried to build this level of internal capability and failed", according to the client.

### Pay-offs

Working with MMG to bring the program in-house saved nearly two million dollars. This freed up resources to extend the program to a greater number of participants, broadening the impact on the business.

Facilitators can draw on their intimate knowledge of the history, legends and 'characters' within the bank. This story-telling adds legitimacy and resonance for participants, as facilitators understand the unique challenges and culture of the organisation.

Half way through the journey, there's already a real momentum behind the program. "It's had an enormous impact. We were typically siloed throughout the organisation - the culture is noticeably more collaborative. Where leadership was defensive, we now have openness and trust. It's fair to say, people are feeling safe now."

The leaders attending the program have a clearer understanding of themselves and the mindsets needed to build the loyalty of their people and support a customer-centric culture.

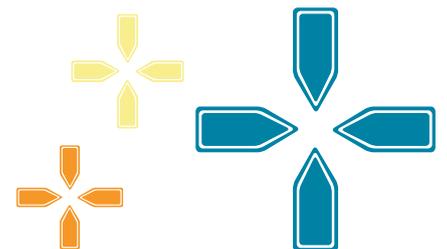
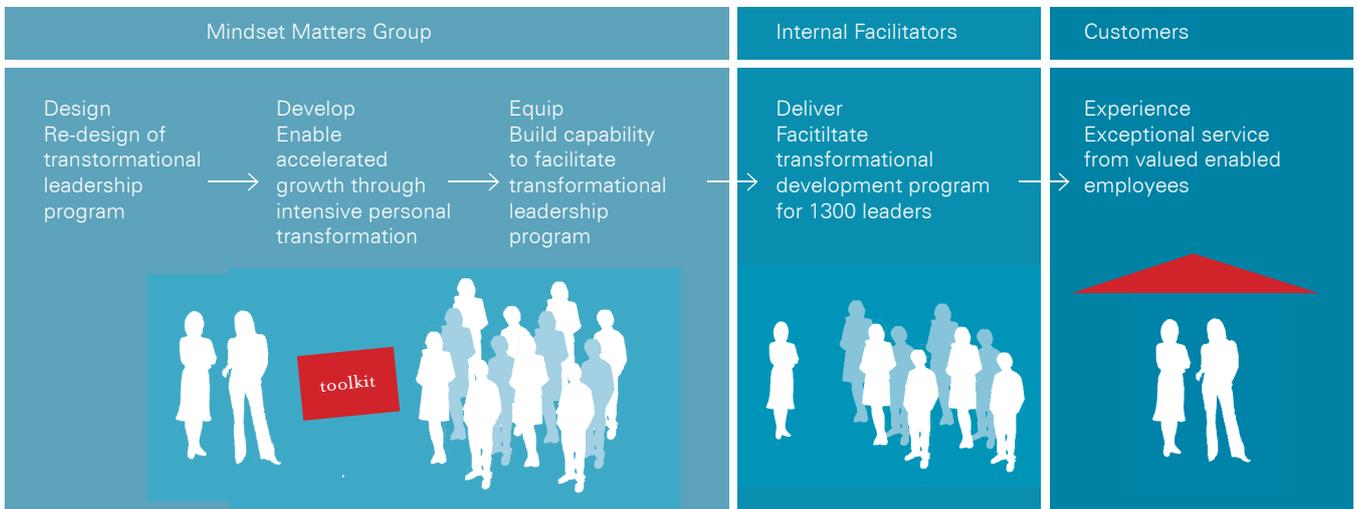
An unexpected benefit has been in a boost to team's profile and awareness of the untapped potential within the organisation. Facilitators say they've lost count of the times people have said "This is amazing! I had no idea we had this kind of talent internally." Until then, they'd had a culture of 'external is better'.

### Living our values

This opportunity allowed MMG to fully demonstrate our values of partnership, skill transfer and sustainability.

**"Thank you, this work is amazing, thank you for helping me and our team believe in ourselves and really make a difference in the organisation. You are amazing! Eternally grateful".**

Mindset Matters Group Client



## case study