



CASE STUDY:

Midwestern Community Bank

Solving Internal Conflict With
Qualigence Performance Solutions



Qualigence
International

One of the biggest challenges for community banks in the last 10 years has been navigating change. Even before COVID-19, community banks faced tough challenges due to regulations, digitalization, and evolving markets.

This includes one of our clients, a Midwestern community bank that was facing severe difficulties and losing revenue due to internal conflict.

With the help of Qualigence and our Performance Solutions team, they were able to flip the script to become more profitable than ever – read on to find out how.



THE CLIENT

Our client is a community bank located in the Midwest.

Below is a quick overview of their organization:

- In business for more than a century
- Operate almost a dozen full-service banking offices
- Approximately 500 employees
- More than \$500 million in assets



THE CLIENT'S CHALLENGE

Like many community banks at present, our client was undergoing a significant cultural transition.

The organization was family owned and operated for much of their history.

Just 12 years ago, the first non-family CEO took the helm of the bank.

After learning the business and the people, the new CEO put forth an aggressive growth strategy and the organization started expanding to new markets.

In what felt like the blink of an eye, an organization with a very tight-knit, family-oriented culture was suddenly bringing in a lot of new talent, new technologies, and dramatically changing the focus of the business.

There was a lot of tension and infighting between the “old guard” and the “new guard.”

The “old guard” were focused on maintaining their culture and the way banking used to be done.



In contrast, the “new guard” were unrelated to the original family, more focused on technology, and looking to the future.

Unfortunately, meetings with the C-suite became challenging and very confrontational.

These constant clashes had a dramatic impact on the organization's performance and bottom line:

- Customer experience and customer base suffered.
- Their earnings and shareholder value went into a tailspin.
- Turnover skyrocketed to 22%, which was virtually unheard of prior.

The team went from a focus on hyper-growth to serious concerns about their future survival.

Recognizing the need to make a change, the bank engaged Qualigence International to assist with implementing and leveraging the Predictive Index's talent optimization platform.

THE PI DIAGNOSIS

The first step was to have all 13 members of their leadership team complete a behavioral assessment from the Predictive Index.

Leaders often jump to conclusions about WHY they are having issues in the workplace without understanding the problem.

In this case, our client fully believed that their challenges stemmed from generational differences.

They assumed that the older team members from a rural area were bound to clash with younger, more tech and growth-oriented team members from cities and suburbs.

But the results of the behavioral assessments immediately framed the issue in a new light.

The main challenge was NOT generational differences, but personality clashes and ineffective communication.

We found that the CEO of the bank had an extremely high dominance factor, which means a strong drive to influence events around them, assert control, and put their thumbprint on the situation.

And since we tend to hire people like us...the CEO had filled out his executive team with leaders who ALSO had high dominance factors.

It created a situation where you had leaders constantly fighting each other for control with very little balance or team chemistry.

The assessments were so effective that even from outside the company, we were instantly able to delineate and guess where the clashes were occurring.

Furthermore, the group analytics revealed that there was significant misalignment among the leaders about their strategy.

Everyone agreed on the end goal.

But it was only through the Predictive Index that they were able to see that their views on how to get there were totally different.

Some leaders on the team were very focused on growth at the detriment of their people.

In comparison, others wanted to focus on employees and current customers with growth as an afterthought.

The never-ending conflict and misalignment at the leadership level was sending shockwaves throughout the entire company.

PI THE PREDICTIVE INDEX

BEHAVIORAL ASSESSMENT™

Who are you working with?
The Predictive Index Behavioral Assessment objectifies workplace behaviors so you can predict the drives and motivations of others, be a better manager, and communicate effectively.

Objectifying workplace behavior.
The PI Behavioral Assessment is a highly effective, yet simple, science-based assessment that is broken down into **four primary behavioral factors**, or core drives. These core drives and their relation to each other create a behavioral pattern that provides a simple framework for understanding the workplace behaviors of candidates and employees. The results make it easy to predict workplace behaviors and motivating needs.

Example patterns generated by the PI Behavioral Assessment

Self
Native Drives—"What comes naturally" in a person's behavior.

Self Concept
How they believe they need to adapt to their work environment.

Synthesis
How the person usually behaves in the work environment.

Backed by Science.
The PI Behavioral Assessment™ is a scientifically validated, free-choice, stimulus response assessment that was created through a normative sample of thousands of people. It has been investigated in nearly 500 criterion-related validity studies across almost all jobs and countries, built to the standards of the American Psychological Association (APA), Society for Industrial and Organizational Psychologists (SIOP), and the International Test Commission (ITC).

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Takes about **6 minutes** to complete!

Pair with the **PI Learning Indicator™** to increase your chances of predicting on-the-job performance!

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THE SOLUTION

With a better understanding of the root causes of their challenges, we began with a full-day Predictive Index training for the executive team.

In this training, we walked the leadership team through each of their behavioral profiles and coached them on understanding the drives, needs, and natural communication styles of their fellow leaders.

By the end of the session, the leadership team was more aware of their own strengths and opportunities for improvement, as well as how to best communicate with people with very different (or very similar) profiles.

It clicked for the executive team why some leaders got along great and why others were always clashing.

Better yet, they began to understand how they could avoid unnecessary conflict and disagree productively.

We then brought the entire team through a similar training.



The difference after these sessions was almost night and day. Meetings went from very disruptive, combative and stressful to collaborative and supportive yet direct.

Next, they started to use information provided by the PI Behavioral Assessment in their candidate selection and tailored the interview process accordingly.

Rather than promoting their best commercial lender to lead commercial lending, they are using the behavioral assessments to better evaluate candidates and create true team chemistry.

From branch managers to private banking and VP positions, they're now using assessments for the majority of their hires or promotions.



THE BUSINESS RESULTS

Coming up on two and a half years of partnering with Qualigence Performance Solutions and the Predictive Index platform, the results for this client have been extraordinary.

Below is a summary of the tangible business impacts:

- Revenue has increased substantially
- Branches that were paused have been built
- The value of the bank has risen significantly
- Retention increased dramatically, even prior to the COVID-19 pandemic
- Employee engagement has soared
- Shareholder value has consistently risen

In brief, the organization has resumed expansion and they are experiencing remarkable success.

With the PI platform, they have adapted their strategy to retain the focus on growth but with a much greater emphasis on their people.

They no longer experience the infighting and constant power struggles. Instead, their people are supporting each other and offering professional, constructive criticism for team members.

The generational divide is no longer a big concern. Instead, the organization is thriving with individuals of different generations and backgrounds working together productively.

NEXT STEPS

The client has made tremendous progress within a short span of time.

Based on this success with PI, they are expanding their use of the Qualigence Performance Solutions talent optimization platform.

They are now strategically planning any additions to the executive team with a strong focus on the data from the Predictive Index.

They examine any gaps in their current team, and consider how a new leader will fit into their team dynamics.

We're also working with the client to develop an emerging leaders program to train and develop team members with high leadership potential.

It has been amazing to watch the turnaround in their business over the last two years, and we're thrilled to see what they're able to achieve next with the PI platform!





**WE HELP YOU RECRUIT THE RIGHT PEOPLE
AND UNLOCK THEIR BEST PERFORMANCE**



SUCCESS STARTS WITH YOUR PEOPLE

Qualigence International is dedicated to helping businesses like yours recruit the right people and unlock their best performance. Contact us today to learn more about how we can help you drive results and profits with purpose-driven, high-performing teams.



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