



Leading Financial Institution Saves More Than \$75 Million With Effective Decision Making Processes

The Challenge

The California division of one of the world's largest financial institutions — a multi-lines insurance services provider who also provides banking, investment and credit card services—wanted to help their organizational leadership improve their capacity for more effective decision making, including the communication, execution and implementation of those decisions to its more than 7,500 California employees.

The Company recognized that they needed to improve the process thinking that was evident in many of the decisions that were being made. They wanted the Company's leadership to arrive at decisions based on strategic issues rather than on assumptions about past approaches. In other words, many decisions were based upon cultural paradigms rather than taking into consideration the decisions' long-term ramifications for the organization.

The Company wasn't looking for just a theory-based approach. They needed an approach that would be applied to work issues and would constitute an "Action Learning" event.

The Solution

Action Management Associates, Inc. (AMAI) objective was to provide this client with effective processes that ensured the Company arrived at decisions that achieved the desired business result. The processes also needed to help the Company's leadership effectively communicate and execute decisions throughout the organization. In addition, Action Management focused on providing training that resulted in on-the-job application and a positive return on the Company's investment.

AMAI's Problem Solving & Decision Making (PSDM) workshop was provided for the Company's senior management in two- and three-day workshop settings. The Action Management Wheel illustrates the dynamic nature of the PSDM workshop processes. Teamwork is the hub and the Wheel rolls logically from quality of solution to quality of implementation.

The Company's senior management team learned how to analyze concerns and choose the right process to handle them:

- Need the help of others? *Use Teamwork.*
- Searching for a cause? *Use Cause Analysis.*
- Need new ideas? *Creative Problem Solving is the key.*
- In a dilemma over the best choice? *Decision Making is the answer.*
- How can you assure success? *With Anticipating Problems & Planning.*

Action Management also provided the Company with a recognition and rewards system as a way to hand out credit to individual participants who achieved positive bottom-line impact by applying the PSDM training.

The Challenge

A leading financial institution wanted to improve their capacity for effective decision making and strategic implementation.

The Solution

The Company targeted Action Management's Problem Solving & Decision Making workshop to the organization's senior leadership and used trained and certified internal process consultants to encourage implementation.

The Result

The Company reported expected annual savings of \$77,700,000 within one year of the training and savings of \$515,000,000 over the next twelve years.





The Implementation

The Company selected two key individuals within their organization to champion the initiative and Action Management trained and certified both people in the PSDM workshop. The seven-day training and certification for the Company's two instructors placed an intense focus on the PSDM program's various methods to ensure that the training was applied when participants were back on the job. Once trained, the instructors could also act as internal process experts.

The Company's PSDM-certified individuals delivered the workshop to the Company's senior management. After the delivery of the PSDM workshops, the two instructors conducted follow-up meetings with participants, encouraging them to continue using the programs' rational, creative and people approaches. Action Management also encouraged both instructors to employ the newly developed processes as they provided internal consulting services on specific corporate challenges.

In addition to the training and certification of the two Company instructors, Action Management participated in presenting several of the key PSDM concepts to the Company's top-level management during an offsite, three-day leadership conference. During this conference the company leaders practiced problem-solving and decision-making techniques on real-life organizational issues they had brought to the session. The conference also gave these leaders an opportunity to begin developing a common language that would help them operate as a united front in communicating and implementing future company decisions. Future training is planned to drive the PSDM concepts deeper into the organization at the supervisor, manager and mid-level manager positions.

The Result

One year after the first PSDM workshops were conducted, participants reported an expected positive impact of \$77,700,000 and an estimated 12-year positive impact of \$515,000,000. The Company's out-of-pocket expenses for AMAI's products and services have been less than \$30,000. Action Management will be presenting the Company's two instructors with the prestigious Million Dollar Club trophy to reward their efforts in accumulating more than \$1 million in annual bottom-line impact.

"PSDM has provided our organization with a common language for focused thinking and strategic planning," said one of the Company's instructors. "In addition we are able to successfully communicate the reasons for our decisions with greater clarity and understanding."

Action Management Associates, Inc. (AMAI) is a management training company, specializing in critical and creative thinking skills, with over 30 years of experience in client organizations worldwide. AMAI's workshops combine Rational, Creative and People approaches to help improve individual and team performance in anticipating, assessing and solving complex problems and making decisions. Each program offered by AMAI emphasizes immediate results while developing people who will make long-term contributions to their organization.

To explore ways that Action Management can help your organization achieve similar results, please contact:

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Don't forget to ask about our results focused workshops including:

- Problem Solving & Decision Making
- Applied Critical Thinking
- Rapid Troubleshooter
- Critical Thinking for Business Growth
- Critical Thinking for Administrative Personnel

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