Case Study: Santander Financial Services

Connecting leaders with Santander’s values and behaviours

Santander implemented a wide-scale People Development Programme to empower their leaders to connect with and live the organisation’s values and behaviours. Emergenetics was at the heart of this programme, enabling individuals to increase their awareness of their own and others’ preferences. It has since been integrated into many development and training initiatives across Santander.

ORGANISATION OVERVIEW

Santander UK is a financial services provider in the UK that offers a wide range of personal and commercial financial products and services. It has brought real competition to the UK, through its innovative products for retail customers and relationship banking model for UK SMEs. The bank has c24,200 employees. It serves around 15 million active customers, via a nationwide branch network, telephone, mobile and online banking; and 64 regional Corporate Business Centres.
APPRAOCH

Santander wanted to further embed the organisation's values and behaviours and connect colleagues across the entire organisation by creating a universal, bank-wide language. Integrating a robust psychometric profile into the core of a Development Programme was identified as the best solution to achieve this. After evaluating several tools, the Emergenetics Profile was selected and Emergenetics were engaged as the Programme partner.

The Programme was initially piloted with Santander's top leaders in the Executive Committee and Senior Management Team. After an inspiring and impactful experience, demand for Emergenetics rapidly grew through word of mouth across Santander. As a result, the Programme was rolled out wider and deeper across multiple disciplines, reaching 2500 colleagues across the organisation. The hugely positive response means it continues to grow.

To enable a cost-effective large-scale rollout, an internal Senior Learning Specialist became certified to deliver Emergenetics and appointed project manager. The existing Programme was also enhanced to optimise learning and application at every stage of the experience. A dynamic combination of video content, mobile app technology, classroom delivery and online learning was used to deliver and communicate the Programme internally.

The Emergenetics programme continues to be requested by individuals and teams across Santander and follow-on modules are being developed and deployed to ensure ongoing application of the learning. Emergenetics has been embedded into formal learning paths for leaders, apprentices, returnees and graduates, and an Emergenetics Programme tailored to customer-facing team members is also in the planning stages.

IMPACT

The prime indicator of success is the consistently increasing demand level for Emergenetics across the organisation. Learners and Programme sponsors also describe positive, sustainable impact on working relationships, communication and bringing the Santander values and behaviours to life. 91.2% of Programme attendees strongly agreed (rating 8+ out of 10) with the statement “This learning is a worthwhile investment in my career development” and 93% strongly agreed that “I would recommend this learning to my colleagues.”

DELEGATE FEEDBACK

“It was simply the best course I have ever been on since being at Santander for the last 12 years. Brilliant and thought worthy course for everyone at Santander.”

“Learning content very easy to follow, worded well and flowed well also. The video was really interesting - kept everyone engaged.”

For more information on how you could drive productivity and embed your organisation's values and behaviours using Emergenetics, get in touch.

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“The training was received really positively by the team. They found it enjoyable, informative, thought provoking and all agreed it was one of the most effective and actionable courses they had experienced. As a team we utilise the accompanying app to explore the different profiles of our stakeholders – helping us hold more personalised meetings and engage in more constructive dialogue.”

Function Director, Santander