Improving Retention and Creating an Award-Winning Culture with PI

Centier Bank

Since 1895, Centier Bank has been a family-owned and managed financial services provider with 45 branch locations serving more than 22 communities in northern Indiana, with more than 650 associates and $2.2 billion in assets.

When Michael E. Schrage joined Centier as President, his vision for the bank was to build a culture of employees focused on providing exceptional service for stakeholders and personifying Centier's core values of integrity, respect, friendship, caring, and loyalty. At that time, turnover at the bank was at a high of 17-20% and competition from nearby cities such as Indianapolis and Chicago made attracting and retaining quality talent very difficult. Michael realized he needed a better way to make strong job hires from the start and develop employees for long-term productivity and retention.

The Solution

To address these issues, Michael turned to The Predictive Index and PI's Behavioral Assessment. The PI Behavioral Assessment is an effective, simple, and easy-to-use science-based assessment that provides an accurate depiction, or pattern, of a person's core drives, and therefore insight into their needs and behaviors. The PI Behavioral Assessment objectifies workplace behaviors, giving organizations the power to predict the drives and motivations of job candidates or current employees.

PI helped Michael develop Job Assessments for key roles at the bank and Behavioral Assessments were administered to job candidates as part of the hiring process to better understand an individual's natural motivations and behavioral drives. Once a candidate completed the assessment, the hiring manager could compare the results to the Job Assessment and instantly spot behavioral fits and gaps between the individual and the role. This information enabled hiring managers to ask more targeted interview questions to help determine potential job fit and performance.

Michael also had all existing employees complete a Behavioral Assessment to be compared with the job patterns. With this insight, managers were able to set a roadmap for coaching and training. After behavioral patterns were reviewed for all team members, leaders met with their team members both individually and collectively to discuss any conflicts or performance issues. Understanding how employees communicate and receive feedback helped team leaders develop customized strategies for employees to improve team dynamics. The process was utilized not only by team leaders, but also as part of the management review

process. They also used the PI data to take a closer look at leadership within the organization, identifying those people who should move up into other leadership positions or move laterally.

> " We use the behavioral data to promote folks and make sure that we're moving them into the right positions, so that it's a win-win for them as well as for the team. "

Results

Centier bank has seen amazing results after implementing PI's methodology. They were ranked in the top 5 on the "Best Places to Work" list for 6 years published by the Indiana Chamber of Commerce, including a #1 ranking in 2010. The bank boasts a turnover rate of 7%, which is significantly lower than both regional and state levels with associates averaging more than 10 years of service. Year-to-date customer service levels are at 96.25%, with teller and call center levels at 97% and 96%, respectively.

Times could not be better at the bank.

Looking for more resources on engagement and retention?

Download a copy of our tip sheet Five Tips for Increasing Employee Engagement and Retention.

DOWNLOAD

PI THE PREDICTIVE INDEX

The Predictive Index® leverages a simple methodology that empowers you to understand the natural behaviors of your workforce so you can get the most from your team. Maximize the potential of your organization and learn how PI gives you the tools you need to take you where you want to go.

www.predictiveindex.com