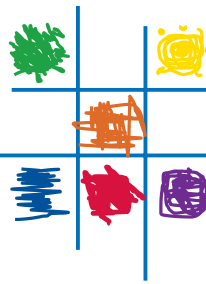


# Management Drives



## How to make every office a “top performer”

ING is the largest retail bank in the Netherlands with over 250 retail branches.

### The Challenge –

ING’s retail banking operations regularly looked at key performance indicators (KPI’s) such as annual revenue, profit per customer and profit per employee, for each of its retail branches. While certain external factors influenced the success of the top performing branches, in many instances a star manager or team was the reason for the office’s success.

Could the recipe for success be repeated across the organization? Was it possible to objectively measure the intangible characteristics of the top teams? ING leadership hoped to be able to replicate the performance of the top branches by identifying the characteristics of the top teams.

### The Solution

Staff in over 250 branches took the Management Drives survey. The survey results were then compared to the KPI’s of each branch. A pattern emerged that the more successful branches had managers and teams with certain types of Drives patterns. Leadership had originally thought that managers who demonstrated classic strong goal-oriented decision-making skills would be the models of success. While these managers and teams had the most activity in terms of offers to customers and requests for products, they didn’t have the most closed sales and earned revenue. The Management Drives profiles revealed that managers and teams who combined achievement characteristics with a strong empathy for each other and for the customer, did significantly better.

With this pattern for success in hand, ING had two avenues to bolster sales: Trainers worked with underperforming branches to adopt the identified behaviors needed for success. New approaches for customer-focused sales were deployed. In addition, when looking to fill vacancies or to rotate staff, ING now had a clearer sense of the individual and group profiles of each of the offices in order to better match the staffs to the success criteria.

### The Result

Over the course of 12 months ING saw significant improvement in the performance of under-performing branches as they adapted the successful behavior models identified by Management Drives.

Over 200,000 people have used Management Drives® world-wide to gain insights into what drives individual and group behavior.

This unique web-based test and group workshop provides profound insights into individual and group mind-sets that influence how decisions are made and what drives behavior.

“Management Drives was a critical tool for ING to determine what was behind the success of our profitable branches, and more importantly, how to replicate that success across our entire organization.”

For more information visit us at [www.mdamericas.com](http://www.mdamericas.com) or call David Gebler at +1 617.314.6280.

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