



ACHIEVING
RESULTS BY

Igniting Conversation



coastcapital®
SAVINGS

CASE STUDY

fierce®



How Leaders Who Inspire Grew Effectiveness at Coast Capital Savings

Background

Coast Capital Savings Credit Union has been providing residents of the Canadian province of British Columbia with banking and related services for over 75 years. With over 500,000 members and 50 branches, it is the largest credit union by membership in Canada.

Coast Capital's purpose is to help empower its members to achieve what's important in their lives by providing simple financial help. The company embraces a relationship-oriented culture that puts people first and works to build leaders who inspire.





Challenges

Coast Capital's reputation as a relationship-based credit union is due to the organization's continued commitment to work place culture and leadership development. As part of this commitment, Coast Capital launched their Leaders Who Inspire (LWI) Development Program in 2015. The goal of the 6-month program was to grow and develop leadership across the organization in ways that would both nurture culture and create tangible business results.

"While we've offered leadership development in the past, we wanted to build this out even further, and create a program that would shift how we show up as leaders, both individually and collectively," says Karen Craig, Director of Corporate Learning. "We wanted to redefine what it means to lead by building depth among leadership-empowered leaders with emotional intelligence, agility, people-orientation, and self-awareness."

The creation of the LWI program raised important questions about what it truly means to inspire, leading to the premise that everything leaders do requires conversation. Across the organization, there was a need for pivotal conversations, accountability, and collaboration. Developing productive, sustainable conversation skills would allow leaders to connect, strengthen relationships, tap into previously untapped organizational potential, and better engage employees across departments.



Challenges

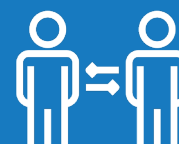


Connect leaders by strengthening methods of communication



Develop leadership skills in coaching, collaboration, feedback, accountability, and delegation

Increase frequency of conversations and collaboration



Maintain 75-year history as a relationship-based credit union

Solutions



Increase employee engagement and collaboration through company-wide leadership training



Introduce Mineral Rights, Decision Tree, and other tools from Fierce programs



Create a common language with Fierce programs, including Coaching, Feedback, Accountability, Delegation, and Generations



Solutions

“We chose to partner with Fierce because the foundations that underpin each Fierce Conversation program match the authenticity of our culture,” says Trina Hamilton, Head of Leadership Development and developer of the LWI program. “There’s no pretense to Fierce, and we knew the skills learned through Fierce would serve our leaders well into the future.”

The Fierce programs chosen as part of the LWI program were based on Coast Capital’s goal of building inspiring leaders and igniting conversations throughout the organization. The program rollout took place over the course of six months, with 25 managers undergoing the program at a time and a total of 125 managers participating over the course of two years. Over 13 days of workshops were implemented with Fierce programs and mindset integrated into them. During the first two days, the workshops included Fierce Foundations and Team Beach Ball as part of LWI Leadership Foundations: Leading at Coast. In the remaining days, leadership also underwent the Fierce Coaching, Feedback, Accountability, Delegation, Confrontation, and Generations programs. Leaders were introduced to the Decision Tree, Mineral Rights, and other accompanying Fierce tools that would later help facilitate substantial business results. A core philosophy that arose during these workshops at Coast Capital was learning from and with each other. Participants become engaged in real-life issues, deepening the impact of the content.





“The workshops introduced me to a different and more effective way to enrich relationships,” reflects Ron, a recent participant. “In the past, I would have talked more and listened less. The workshops really sparked thought-provoking questions, empowering others to work through solving their own issues.”

And Ron continues to use Fierce: “I have the Fierce material on my desk and will look something up when I need it as a guide for working through a difficult situation. The more I use it, the more the skills I learned become natural and used by habit.”

Results

The collaboration between Fierce and Coast Capital produced profitable, measurable results organization-wide and exceeded the expectations of the LWI program.



“From the outset, my partners at Fierce helped me focus on building impact with our workshops,” says Trina. “They based my success on the degree to which our participants could apply and get results from what they were learning.”

To determine the impact of the program investment, Coast Capital looked at a number of categories, including the bottom line, business acumen and results, employee engagement, operational efficiency, and member experience. Across all categories, the program has been a measurable success.



What Changed

Over \$300K



Yearly revenue increased by over \$300k



Employee engagement improved measurably

Effective conversations increased amongst leadership



Individual effectiveness scores increased company-wide

23%

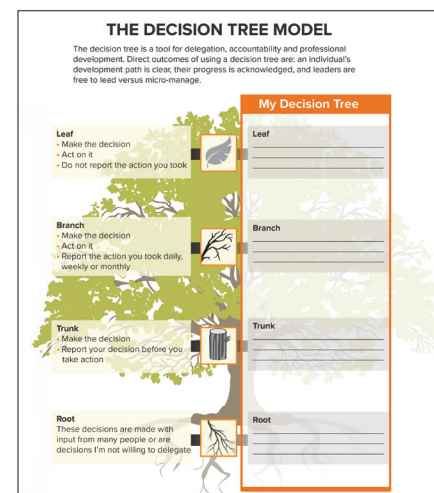


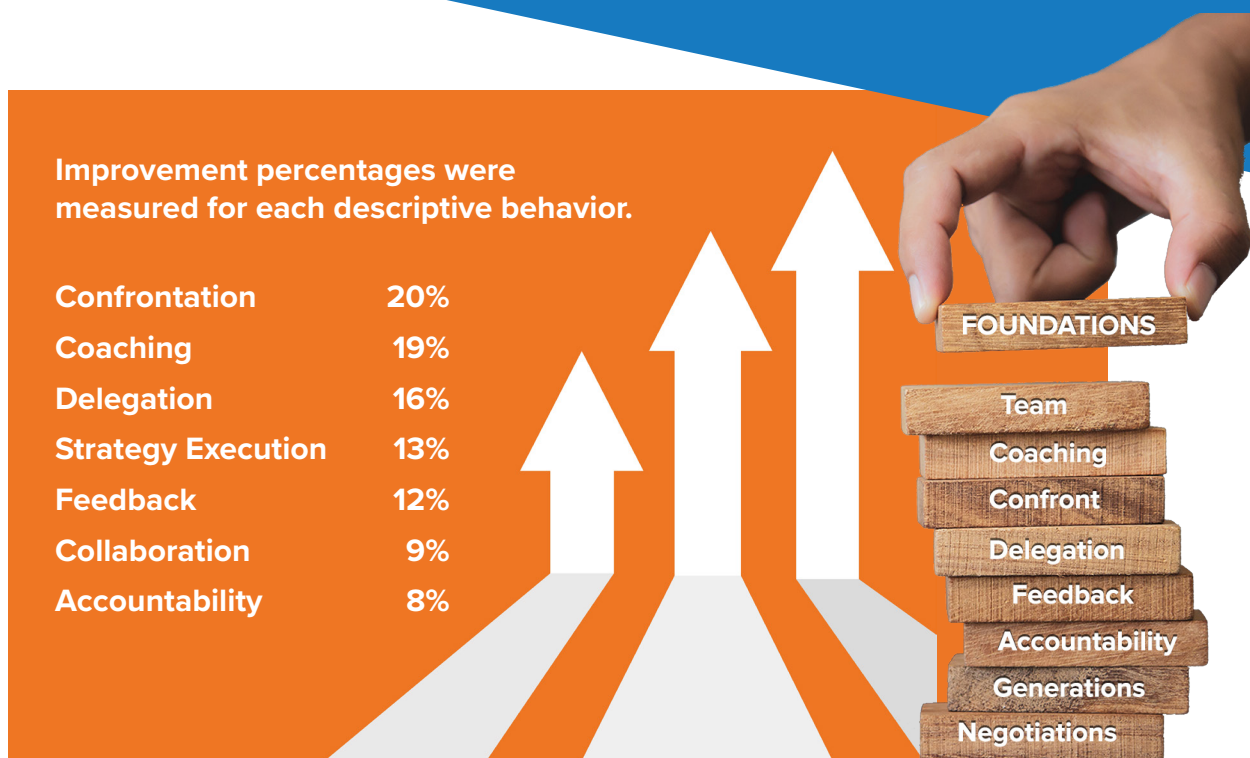
Coaching scores improved by 23%

Perhaps most noteworthy is that there has been a significant return on investment following the implementation of Fierce programs. One application of the **Fierce Beach Ball** from the Fierce Team program by a senior manager resulted in a collaborative set of solutions that lifted monthly revenue by over \$425,000 over the previous year, exceeding the per-cohort cost of implementing the program by nearly \$300,000.

One branch leader estimates saving approximately two to four hours per week using the Mineral Rights Coaching framework, which shifted her time away from fire-fighting to more strategic, value-added work. Similarly, using the **Decision Tree** from the Fierce Delegation program saved one commercial leader an estimated 60 hours per month while simultaneously boosting his team's competence and engagement.

Another significant result has been a shift in leader behavior. Prior to implementing Fierce programs, Coast Capital conducted a feedback assessment for each participant, measuring specific descriptive behaviors that aligned with the expected outcomes of the LWI program. The first group of cohorts demonstrated a 14% increase in effective behaviors within the first four months of completing the program, and the assessment revealed collective behavioral improvements across all program cohorts.





Changes have also taken place in one on one relationships and within teams. Fierce programs strengthened retention and have assisted in building a culture where leaders can depend on each other and provide feedback with greater ease. Participants have expressed feeling more connected to their teammates and have noted a decrease in stress levels due to a greater sense of accountability and ownership.

One senior leader, Paul, spoke of the impact Fierce has had on his working relationships, saying it “has allowed me to have more engaged conversations with my team and colleagues, resulting in greater clarity and understanding.”

The Fierce philosophy has also enriched the lives of Coast Capital’s employees at home. One program participant, Heather, used the Fierce Mineral Rights model she learned through Fierce Coaching when her seven-year-old Brennan came into her bedroom crying. After their conversation, Heather pointed out to proud Brennan that he had figured out the solution to his problem “all on his own.”





Conclusion

As a result of implementing Fierce programs, Coast Capital created an environment where leaders are able to engage teams, improve results and efficiency, and increase revenue. Trina sums it up this way: “Fierce has delivered the business results we were looking for, but we’re getting even more than that. LWI participants are shifting what it means to lead by showing up more authentically, more courageously, and more purposefully-not just in their work, but in their lives and communities. And that aligns with Coast Capital’s culture, purpose, and our relationship with our members.” Fierce reached nearly every facet of the organization, from the front lines to the executive team.

What’s next

Fierce and Coast Capital are currently working together to create the next step in Coast Capital’s journey to build LWI, ensuring leaders continue to develop the skills necessary to nurture workplace relationships, increase engagement, and produce real results.

Coast Capital is undergoing planning to incorporate phases two and three of Fierce Programs. The aim is to empower and equip those who are being led by LWI Alumni with the conversational skills needed to produce equally impactful results on the front lines.



Add fierce to your training toolkit

Our diverse, global client list underscores a basic truth: Business is fundamentally an extended conversation-with colleagues, customers and the unknown future emerging around us. Whether your focus is on implementing key initiatives, managing top talent, improving customer acquisition and retention, developing leaders, or simply igniting productive dialogue that generates clarity and impetus for change-success occurs one conversation at a time.

**For more information about how Fierce
can help your business, visit fierceinc.com
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