

strategic leadership

challenge

One of the largest mortgage banks in the United States was preparing for a period of high growth. The owners realized a series of disruptive change initiatives would be required to reposition the organization to take advantage of upcoming market opportunities.

solution

Crafting a customized plan for the bank's unique needs, RAW team members engaged at many different levels simultaneously to adapt the enterprise to what would have otherwise been disruptive changes:

Interim CTO. David served as the bank's interim CTO for 18 months, establishing new capabilities in automation, project management, and decision support. Key to this and later change initiatives was the creation and maintenance of a new data warehouse and business intelligence environment.

Sales Evaluation. David and Cory performed data analysis and modeling based on 5 years of company-wide sales data and other performance and market metrics to evaluate the effectiveness of a sales peer support program. Based upon results of the analysis, the executive team was able to make data-driven decisions about further investments in the sales initiative.

Internal Audits. A series of internal audits on payroll, benefits, and accounts payable found significant savings and improvement opportunities. As each process was updated, new metrics were established to ensure the changes were durable and continued to deliver the expected benefits.

benefit

The bank opened its first new branch office in nearly 4 years after the coaching program was established, and is on track to become a \$4 billion institution. Through technology improvements and new management techniques, it has transitioned to a data- and analytics-driven organization with fine-grained control of the business through new metrics.

