

## CASE STUDY

# WACHOVIA

A Wells Fargo Company

In the spring of 2008, Wachovia Retail Credit Servicing and Retail Credit Collections Divisions based in Roanoke, Virginia engaged The Energy Project. The leadership of Wachovia recognized that the approximately 450 call center employees were under high levels of demand given the volume and nature of the calls they regularly conducted. Additionally, leadership wanted to increase levels of engagement and productivity in the employee population during a time of increasingly difficult market conditions.

“I am a huge fan of The Energy Project™ team. Their ideas and programs are refreshingly practical, engaging and challenging. Our company benefited greatly from them.”

**Ben Jenkins**  
former Vice-chairman and former  
President of the General Bank at  
Wachovia Corporation\*

### Approach

As a first step, The Energy Project conducted an Organizational Energy Audit. The audit identifies implicit and explicit organizational supports and barriers faced by employees in managing their energy to more skillfully. We presented the results of the audit to the leadership team who identified several areas that they wanted to address. Next, we rolled out the Energy Project’s Firing on All Cylinders™ curriculum to all employees in three divisions of the call center beginning in early September of 2008. The curriculum was customized to meet the specific challenges these call center employees faced in the workplace, group coaching sessions were offered in between each module of the curriculum co-facilitated by internal champions who were trained as coaches and assisted The Energy Project coaches. Three weeks after beginning the training, Wells Fargo purchased Wachovia and call center employees faced unprecedented levels of uncertainty about their future employment. Despite these extraordinary external pressures, leadership support for our program remained strong and the work concluded, as originally scheduled, by early December 2008.

### Results

Several organizational initiatives were adopted to address the findings of The Organizational Energy Audit. These included creating a “renewal cube” which provided employees with a place to relax, recharge and refresh during the work day. Team leaders began offering a walk each afternoon to help people renew, recharge and build their fitness. Bulletin boards were created for employees to list the common emotional “triggers” they faced and solicit ideas about how to better deal with them. The call center held a “Biggest Loser” competition to encourage weight loss as well as Energy Olympics that brought people together and served as a powerful team building activity.

## CASE STUDY (CONTINUED)

Three quarters of the participants said the modules helped them to rethink how they approach their work, nearly 60% of the associates reported increased focus and productivity and more than 60% said they had an increased sense of positive engagement at work. These results are particularly significant given the anxiety many participants were experiencing as a result of the Wells Fargo acquisition during the course of The Energy Project's work.

Nearly 70% of associates reported they implemented new behaviors based on the curriculum. About half of those associates were successful with new behaviors most of the time. The associates who consistently implemented their rituals reported the highest levels of personal engagement, focus, and productivity. They were also much more likely to see and experience the organization as changing for the better.

Behavioral change is a difficult process, even under the best of conditions. Given the added stress and high level of personal and professional demand the associates were under, the impact of The Energy Project curriculum on the engagement, satisfaction and productivity of some 500 employees was extraordinary.

\*Mr. Jenkins currently holds an executive position with Morgan Stanley. He received the inaugural Person of the Year Award from the NC State College of Management in 2008.