



"As the corporate environment becomes more competitive, with the spotlight directed especially on productivity, having the right staff in the right positions is critical"

Paul Martin,
Learning and
Development Manager
Coutts Group

Coutts Group

The Coutts Group is the international private banking arm of the Royal Bank of Scotland Group and manages the assets of more than £30 billion for some 70,000 clients worldwide.

Coutts offers a complete private banking service that is professional, innovative, and flexible in responding to individual needs, utilizing an extensive range of investment, fiduciary, and banking products. With offices throughout the UK, Asia, America,

Continental Europe and various offshore jurisdictions, the Coutts Group has particular expertise in finance for clients with an international asset base.

The Challenge

Coutts has a "fast track" training scheme which they use to develop and promote the top ten per cent of its staff members, based on performance, at each level within the company. The scheme involves a development course which looks into career direction and planning as well as their motivation and ambition.

As part of the course, Coutts wanted to be able to understand its top performers strengths and weaknesses and identify any training needs.

Paul Martin, Learning and Development Manager for Coutts Group commented "We wanted information on our top performers so it could be fed into our succession planning. Succession planning is vital to develop a strong business strategy. It is essential we fit the right person to the right role when we are reviewing the opportunities available. For the business to grow Coutts' staff need to be enthusiastic, motivated, and committed. To ensure this happens people need to be in a role that is right for them."

Thomas International Case Study: The Coutts Group

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The Solution

Coutts used Thomas International’s on-demand Personal Profile Analysis (PPA) and associated reports as part of this training process and the development course.

The web-based PPA assesses an individual’s behavior in the work environment. The test poses a series of questions, taking no more than seven minutes to complete, with the answers charted on a graph under the four headings of Dominance, Influence, Steadiness, and Compliance (DISC). The PPA is used to trace behavioral patterns and predict likely behaviors at work.

Martin comments “Ongoing development and training is a crucial part of creating the right working environment in which true talent can flourish. Too often key people are frustrated because they may feel undervalued through lack of development and recognition. Looking after staff well and understanding their motivation is important. The ability to identify untapped talent is vital both for the company and the individual, and Thomas’ online management systems enable us to do this.”

Approximately 100 people a year complete the development course. The on-demand PPA is used to enable the candidates to understand their strengths and weaknesses and help clarify their goals and career options. It generates self awareness by charting employees’ likely behaviors and operating styles as well as provides an indication of how their behavior could be modified for their own and the company’s best interests.

Martin comments “The results from each PPA are fed back to the individuals on the course. It gives them an insight into their work patterns and behavior while at the same time providing the company with vital data to help understand our people better so that we can develop their career paths. The PPA also gives us vital information that can crystallize and identify training needs.”

Coutts also uses the PPA for career counseling. If a person has reached a cross roads in his/her particular career the PPA can be used to give a personal insight into their working style and career directions they could take.

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Specific reports can be printed from the online PPA and Coutts uses several including:

- Compatibility - this compares two individuals work styles and provides a powerful insight into how they communicate and interact, the ease with which they work together and their perceptions of each other.
- Team reports - The 'Thomas Team Audit System' allows an organization to identify its ideal team culture, assess actual team culture and provides a gap analysis in terms of behavioral and role fit shortfall. It also assesses every team member against the team culture.
- Managerial Audit - When an individual is being considered for a management role the audit will help the interviewer identify the most likely strengths and limitations of the person in that role.
- Sales Audit - Where a person aspires to a role in sales this audit will describe their profile in its application to that role.

Coutts also use the TST (Tests for Selection and Training) as part of the development course as well in recruitment for their call centre. They find it a reliable, accurate, and valid means of identifying who will quickly learn new skills and procedures. TSTs involve five tests to ascertain how quickly and how accurately a person will learn new things at work in both formal and informal learning situations. They measure a person's "mental horsepower". At the end of the course Coutts analyzed all the data, the TST scores, how the people performed in the role plays and discussion groups, and feed this information into their succession planning.

The Result

By using on-demand PPA as part of its assessment and development programmes, Coutts is able to have a complete overview of its top ten per cent of staff in terms of behavior at work.

"As the corporate environment becomes more competitive, with the spotlight directed especially on productivity, having the right staff in the right positions is critical. It is not just the specific job that matters, the person must also be suited to the corporate culture and other team members.

Thomas International has helped Coutts better understand, direct, and motivate their team members towards improved personal, team, and corporate goals."

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ABOUT THOMAS INTERNATIONAL

For over 25 years, Thomas International has been a global leader in the provision of on-demand behavioral assessments and reporting used to recruit, develop and retain top talent.

Thomas International has a presence in 60 countries and availability in over 56 languages. More than a million Thomas International software-as-a-service (SaaS) delivered assessments are completed each year.