



Wachovia Navigates through Mergers and Acquisitions with Ninth House

CUSTOMER

Wachovia Corporation

INDUSTRY

Financial Services

ORGANIZATION SIZE

84,000+ employees

THE CHALLENGES

Mergers and Acquisitions. Multiple entities with separate systems, processes and culture combined into one.

THE OBJECTIVES

Redesign the Leadership Development architecture with a focus on High-Potentials and New Managers. Embrace change.

THE RESULTS

40% increase from pre-test scores to post-test. Initial training cost saving of \$200,000.

"I've found that the online learning opportunities provided by Ninth House to be some of the most rewarding. The content is detailed yet specific and the delivery is at an 'above standard' level. Every module left me feeling that the time was well spent."

Chip, learner at Wachovia

"The Partnering for Results course was very effective because it went from high-level theory to real-world situational modules to illustrate practical uses."

Courtenay, Interactive Marketing and Design Director

Ninth House

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In 1999, Wachovia merged with First Union and the combined entity has acquired 80 separate organizations over the past 15 years. Constant mergers and restructuring had a detrimental effect on the corporate culture as well as a loss in systems and processes across multiple departments. After an 18 month hiatus from formal leadership development efforts, it became clear that an initiative tackling these challenges needed to be undertaken.

Wachovia's Director of Performance and Leadership Consulting conducted market research looking for a cohesive solution to assist the learning and professional development efforts for all 2,500 new managers. In addition to dynamic content, the solution needed to integrate with their Docent LMS system and provide ongoing just-in-time employee performance support.

Enter Ninth House.

With a clear focus on instilling change and driving results, Wachovia deployed a Change Solution Suite to their new managers and line supervisors. The suite — comprised of *Situational Leadership® II*, *Building Community* and *Partnering for Results* among others — drove a 40% increase in knowledge retention—measured from pre- to post-test scores — and a 70% voluntary usage rate (compared to the industry average of 32%¹).

Additionally, Wachovia estimates that it has saved in excess of \$200,000 compared to the cost of traditional training. Wachovia continues to leverage the power of Ninth House to drive learning initiatives at all levels of the organization.

1 – Industry Analyst Eliot Masie and ASTD found that the industry average for voluntary e-learning usage is 32%.

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