

## Sunrise Banks Client Success Story

### About Sunrise Banks

Sunrise Banks is a fast-growing financial institution with 6 branches, all located in Minnesota. The organization was founded in 1986 by the currently serving CEO, David Reilling, and William, his father. Being “The World’s Most Socially Responsible Bank” is a goal of Sunrise, and its hundreds of employees help drive this differentiating factor through community service and involvement, affiliations with social impact entities, and North4Good (an effort spearheaded by Sunrise Banks to encourage volunteering with local non-profits).



### Sunrise Banks Wanted Growth

Reilling wanted to facilitate business growth, and to build up the financial institution’s highly-valued people, while co-creating a culture of excellence. He dreamed of increased trust, improved communication and teamwork, and driving higher levels of engagement and productivity. Additionally, Sunrise hoped that eventual improvements would position the bank as an employer of choice, attracting more exceptional candidates to join the ranks.

### People Acuity’s Approach

To realize their goals, Sunrise Banks undertook a 3-year program with People Acuity. The project started with a bank-wide quantitative assessment to establish baseline levels of Engagement, Teamwork, Trust, and Proactivity using the People Acuity Index. All of these were things CEO David Reilling hoped to see change. Additionally, 30 hours of qualitative evaluation took place, including one-to-one conversations with many leaders and managers to identify success patterns and needs. These findings were used to build customized learning events, coaching, and leadership development. Progress was measured annually through People Acuity’s assessment tool, which tracked changes, helped create strategy adjustment and evaluate Return on Investment (ROI).

Over the three years, all Sunrise executives, leaders, and managers and most of the employees had participated in a foundational Self-Leadership workshop focused on increasing interdependence, energy and performance through strengths use, and igniting engagement through purpose. Additionally, all leaders experienced an additional People Leadership and/or Team Leadership learning experience. On average, the *Net Promoter Score* for all sessions was 40% above the industry average, sitting at 94%. The majority of participants reported significant growth in their understanding, awareness, and skill levels.

To strengthen continuity and application of learning, one key influencer for each one-hundred Sunrise employees became a *People Acuity Certified Coach or Facilitator*. These coaches/facilitators provided individual coaching and taught workshops to the other employees. The HR team started to use coaching instead of just communicating performance issues. A new set of values was created, and they became part of quarterly reviews and all performance conversations. Strengths became a consideration when teams were formed and positions filled.

## Results

At the end of the three years, productivity had increased by 207%, engagement was up by 281%, trust had improved by 220%, with increases in teamwork scores coming in at 469%! Sunrise Banks was listed in “The Top 100 Best Places to Work in Minneapolis-St Paul” during the time this project was underway, meeting one of their goals to be an employer of choice.

Joel Johnson, EVP of HR, remarked, “The *People Acuity* approach has brought marked change to our organization. Where once differences collided and created frustration, now there is curiosity, openness, collaboration, and a willingness to understand. Leaders are more unified and communication has improved. Overall, the morale and engagement of everyone has changed. Our performance continues to accelerate in ways that promote optimism and excitement among our staff.”