

# INVESTING IN REAL CHANGE

## Santander Chile

Change Management Training

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### THE CHALLENGE

Santander Group, a commercial bank and financial services company based in Spain with operations around the world, in 2015 launched a cultural transformation in the organization embedding three core values: Simple, Personal and Fair. Santander Chile, the first bank to pilot the change in Latin America, engaged our change management and cultural transformation expertise to promote the CEO's vision.

### OUR APPROACH

We held a two-day program with the Corporate HR team on how to facilitate cultural change. We then introduced a three-day World Café experience connecting 600 people from across the different levels of the organization. The Santander Cultural Café was a safe place where employees in a connected collaborative process could sense make together around the three new core values, generating ideas ideas and connections, sending a strong message on how this corporate kick-off was actually a reflection of the aspired cultural shift.

### THE RESULTS

Armed with 200+ new ideas from the World Café process, Santander Chile later on developed a specific set of initiatives that supported the business with visible quick wins which set a base and roadmap for the required cultural shift they have been implementing until today.

### EMPLOYEE ENGAGEMENT

Engaging all levels of employees across the company to define their new culture meant there was immediate buy-in to the change. A sense of ownership was instilled and embraced.

### CLEAR VISION

We created a straightforward roadmap for HR to use throughout the change management process to facilitate their cultural evolution.

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