

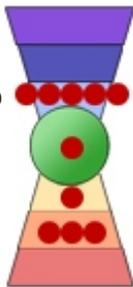
US Regional Bank

Sterling Bank

Sterling Bank is a regional US bank based in Texas, when it was assessed in 1998 it was found to have full-spectrum consciousness as shown below;

Personal Values

1. honesty (232)
2. **commitment (166)**
3. family/friendship (158)
4. reliability (156)
5. **integrity (151)**
6. **friendliness (147)**
7. responsibility (144)
8. humor/fun (138)
9. courtesy (121)
10. trust (121)

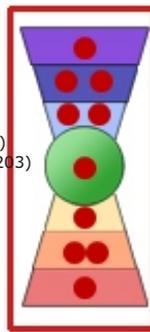


PL = 10-0
IRS (P) = 5-5-0
IRS (L) = 0-0-0

3 Matches

Current Culture Values

1. **customer service (285)**
2. **teamwork (233)**
3. **customer satisfaction (206)**
4. **community involvement (203)**
5. **Vision (181)**
6. organizational Growth (156)
7. **being the best (144)**
8. **integrity (130)**
9. **Commitment (127)**
10. **friendliness (119)**

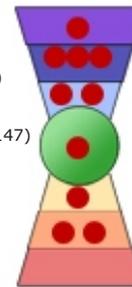


PL = 10-0
IROS (P) = 2-1-6-1
IROS (L) = 0-0-0-0

8 Matches

Desired Culture Values

1. **teamwork (251)**
2. **customer satisfaction (244)**
3. **customer service (233)**
4. employee fulfillment (195)
5. **community involvement (147)**
6. **integrity (145)**
7. **commitment (140)**
8. **vision (116)**
9. **being the best (96)**
10. accessibility (95)



PL = 10-0
IROS (P) = 2-1-6-1
IROS (L) = 0-0-0-0

2 Matches

FULL SPECTRUM

Notice that there is a reasonably strong alignment between personal values, current culture values and desired cultural values. There are three matching personal and current culture values which are "commitment", "integrity" and "friendliness".

There are also eight matching current and desired culture values only two of the desired culture values do not appear in the top ten of the current culture, "employee fulfillment" and "accessibility". The following points are worth noting;

- ▶ Record annual profits for 13 years
- ▶ 680% growth since going public in 1993
- ▶ Annual return of 32% for the last 5 years
- ▶ Grown from 1 to 33 locations between 1974 and 2001
- ▶ 1000 staff – all share in profits
- ▶ Normal profit sharing – 9.5% of base salary
- ▶ Salaries are 18.5% above industry norm

Sterling Bank believes that in order to build such a successful culture they had employee fulfillment as their primary focus. This fits in with Tom Peter's (co-author of In Search of Excellence) views on what it takes to build a strong adaptive culture.

Sterling Bank believes that employee fulfillment leads to customer satisfaction, and if customers are satisfied then shareholder value would increase. In 2005, Sterling Bank was number 49 in the 100 best companies to work for in America.