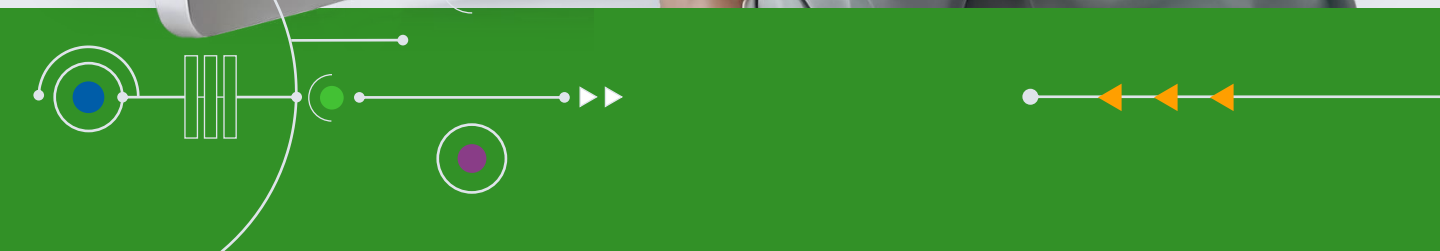




CROSS ORGANIZATION THINKING JOURNEY

DISCOUNT BANK CASE STUDY, 2023



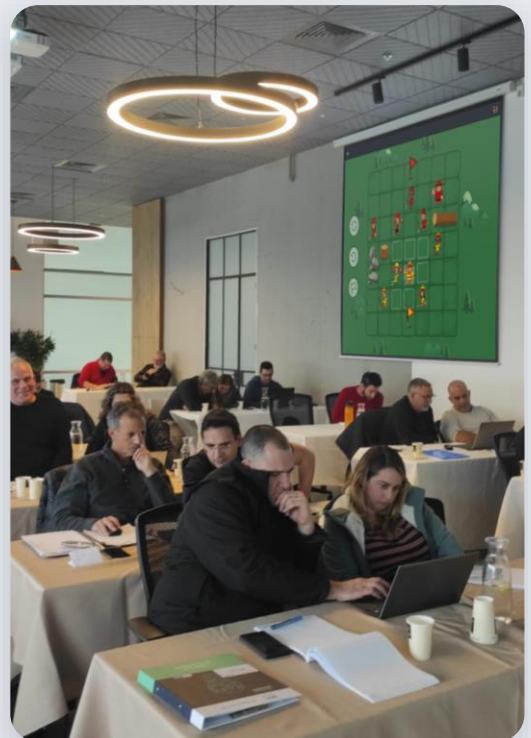
THE CLIENT

Discount Bank Ltd. is a public company traded on the Tel Aviv Stock Exchange Market, under the symbol DSCT. The learning department at Discount Bank is responsible for the development of training for all of the bank's divisions. The collaboration between Accelium Israel and Discount Bank has so far yielded close to 20 skills development courses. At the beginning of 2023, we were asked to develop a cross-organizational management skills course that combines distance learning, practice at a personal pace and connection between managers from diverse divisions.



THE GOALS

1. To expose the participants to innovative strategic tools for management, problem solving and decision making.
2. To stimulate the participants to think about their role in the organization, explore opportunities for potential growth and identify inhibiting factors.
3. To stimulate a free, in-depth and cross-organizational discussion about work processes, and to get new perspectives on organizational and personal challenges.



THE PARTICIPANTS

50 mid-level managers, female and male employees from different and diverse divisions, who chose to take part in the thinking journey whose goals were personal and professional development, fostering a cooperative and dynamic environment, and improving the thinking skills of the participants to deal with every day challenges.



COURSE FACILITATOR

Avital Braiman Ezra, an organizational consultant, a workshop facilitator with extensive experience in facilitating game-based workshops, and training facilitators in the Accelium methodology.



THE MEASURED SKILLS



ANALYTICAL ABILITY



EFFICIENCY



FLEXIBLE THINKING



STRATEGIC THINKING



PLANNING ABILITY



PERFORMANCE ABILITY

THE GAMES AND SUBJECTS STUDIED



MOVE-IT

The training enables the practice of problem-solving skills such as: identifying the core of the problem, breaking the problem into small parts, and using the thinking strategy: "temporary parking".



BLOCKER

The training enables the practice of basic concepts in decision-making, such as defining a goal and paving a route to the goal, wise use of resources, and a strategic thinking concept called: "self-blocking".



PINGWINS

The training allows practicing the skill of analyzing a position and drawing conclusions. The focus in the training is on the ability to identify recurring patterns and define them, to use thinking anchors, and to practice analyzing complex situations in stages.



TWO-FLAGS

The training enables practicing flexible thinking skills. The focus is on identifying and dealing with situations of change or unexpected surprises, by defining the change, and identifying the factors that have not been changed.



MYSTERY-BOX

The training enables the practice of creative thinking. The focus is on cultivating the imagination, which allows us to "think outside the box", and on the ability to break patterns of thinking that determine the way we approach the solution of a problem or the way we analyze a situation.

THE THINKING JOURNEY PROCESS

Hybrid learning that included three components:

1. 6 guided group sessions.
 2. Asynchronous personal practice from session to session in Accellium's platform.
 3. Personal skills profile's assessment in Accellium's platform.
- Before each guided session, the participants practiced game-based thinking tools.
 - The guided sessions were intended for the conceptualization, implementation and assimilation of the thinking tools in the participant's management challenges.
 - The guided meetings took place on Zoom and included discussions in groups (rooms).
 - The process was accompanied by a WhatsApp group designed to allow participants to share their self-learning experiences. The group was active throughout the implementation period and created a warm community atmosphere among the participants.

Opening Session: Introduction to the reality of the changing world of work, and to the challenges derived from uncertainty. Emphasis on the need for a broad set of skills to cope effectively with these challenges.



Analysis and Deduction



360 Assessment Test



Problem-Solving



Flexible Thinking



Decision Making

BEGINNING

6 WEEKS

SUMMARY AND INSIGHTS

In this workshop, the concepts of thinking - recognizing patterns and using anchors as tools that advance us in analysis and deduction were practiced

In this workshop, the focus was on the planning and problem solving tool - from the end to the beginning, and its application in everyday life and professional contexts

The emphasis in the workshop was on recognizing and practicing the ability to react and deal with situations of change and surprises

Two fundamental concepts in decision-making were practiced: self-blocking and paving a route, and their application in everyday life

THE LEARNING STRUCTURE

1. GAME

Personal Digital Training



2. LEARNING

Conceptualization of models and thinking tools



3. IMPLEMENTATION

Working in groups to analyze test cases



RESULTS AND PRODUCTS

90% RELEVANCE AND CONTRIBUTION

At the end of the process, a survey of the relevancy of the content for professional life was carried out. The participants reported a significant contribution of the thinking tools they've learnt to the challenges they will encounter in their work.

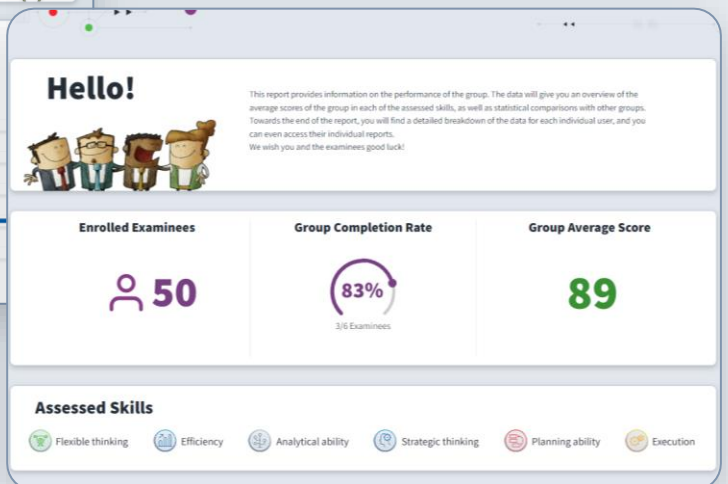
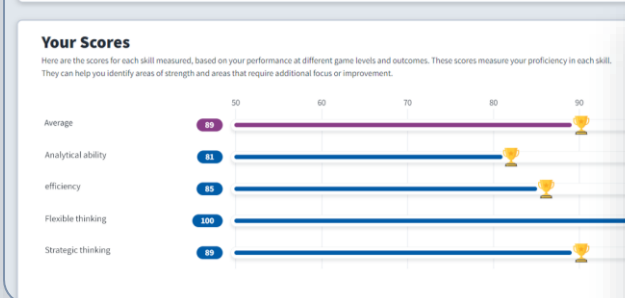
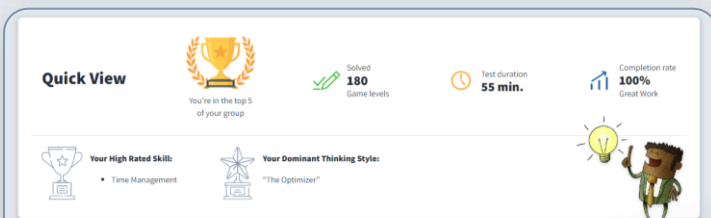
83% COMPLETION TO TRAINING AND PRACTICE WORKOUTS

The system measured the usability of the participants throughout the implementation period and higher than average performance percentages were recorded.

ON AVERAGE, EACH PARTICIPANT SOLVED 200 THINKING CHALLENGES

86% COMPLETION OF THE TEST

Most of the program participants passed and completed the 360-assessment test, and received a personal report with insights about their performance and areas for improvement.



FEEDBACK AND SUMMARY

LIAT GILBOA – TRAINING MANAGER – DISCOUNT BANK

“When was the last time a Penguin helped you to learn?”

This is what we asked our employees before registering to a course of thinking skills throughout games that we invited them to take part in. As part of the meetings held at Zoom, the learners refined their thinking techniques, deepened their learning, and processed the thinking process they experienced in the games. This learning enabled them to practice flexible thinking, deepen in the process of decision making and problem solving, as well as practice planning and managing tasks on a daily basis. All of this under close guidance, creativity, thinking outside the box, as well as accompaniment and control of the Accelium team. The praise, the perceived value and the understanding of the effectiveness on the part of the employees did not take long to arrive”

“The program mainly contributed to the understanding of the places where I am strong, and by that to the increase of my self-confidence in those places, as well as to my awareness of my weaker points, which I need to strengthen”

“The course develops abilities that exist in everyone. The course is a win-win for the employees and the bank and will help coordinate expectations and adapt to positions and career advancement”

FACILITATOR’S SUMMARY

AVITAL BRAIMAN EZRA:

“Let's start with a short story that shows everything. The bank's training manager walked through one of the corridors. One of the participants in the program recognized her, ran to her and said to her - "Thank you! Thank you, thank you very much for this course. It gave me so much!”.

The new normal, or actually the never normal, presents us with complex challenges and surprises. Decision-making and flexible thinking skills, as the leading cognitive skills to deal with constant changes, are skills that can be developed. Diverse learning - which involves games, personal, team and group learning - enabled significant development processes in a relatively short time, and more importantly – thinking directions, collaborations and initial change plans that emerged from the participants themselves.”

THANK YOU!



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