

# Making Customer-First Behavior Stick Across 54 Countries



## COMPANY OVERVIEW

- **Industry:**  
Global financial services and fintech
- **Scale:**  
9,000 employees from senior leaders to frontline agents; operations in 200+ countries and territories
- **Scope:**  
Enterprise-wide customer centricity program and frontline leadership development journey
- **Duration:**  
Multi-phase engagement
- **Region:**  
Global, with delivery across 54 countries

## THE CHALLENGE:

Previous initiatives had generated energy at launch and then faded. Western Union had defined its customer-first priorities, articulated new values, and set clear leadership expectations. And across 54 countries, the gap between what the organization said it stood for and how people actually behaved kept widening. Frontline leaders were managing teams under daily operational pressure, and no amount of messaging was closing the distance.

## THE SOLUTION

- Designed a customized to the client, leader-led customer centricity program built around three 90-minute modules that managers delivered directly to their teams, making leaders accountable for the behavior change rather than observers of it.
- Co-created Leadership Edge with Western Union: a six-day development journey for 700 global frontline leaders, built to activate newly defined leadership norms under real operational conditions.
- Built reinforcement into the architecture from the start, including 12 LMS digital reinforcement activities, a structured storytelling process, remote-office mini-kits, and self-directed learning to extend the work beyond the classroom.
- Embedded CEO and senior leader videos, communications tools, and a sustainment strategy so the program felt like a company-wide commitment rather than an L&D event.
- Translated and localized delivery across 54 countries, including virtual leader enablement for teams operating without in-person access.

## THE RESULTS:

- Quantifiable increase in customer satisfaction scores across multiple business regions.
- Substantial improvements in multi-rater leadership assessments and annual performance reviews.
- Visible activation of values in decision-making, communication, and leadership behaviors across the global organization.
- Unified application of customer-first principles sustained across 54 countries.

## KEY METRICS:

- 9,000 employees reached across 54 countries
- 700 global frontline leaders completed the Leadership Edge journey
- 6 days of custom leadership content co-created with Western Union
- 12 LMS digital reinforcement activities built into the program architecture
- Quantifiable increase in customer satisfaction scores across multiple business regions
- Substantial improvements in multi-rater leadership assessments and annual performance reviews