

CASE STUDY: CULTURE TRANSFORMATION

RETURN ON INVESTMENT: 2 MILLION DOLLARS OF COST EFFICIENCY SAVINGS, A UNIONIZATION OF DISGRUNTLED EMPLOYEES AVOIDED (MILLIONS OF DOLLARS IN LEGAL FEES AND LAWSUITS AVERTED), TOTAL REDESIGN OF WORKFORCE PLANNING AND COMPENSATION PERFORMANCE MANAGEMENT SYSTEM IMPLEMENTED.

Situation

A subsidiary of a multibillion dollar manufacturing company needed help in transforming their culture. The leadership team direly needed development in performance management workforce design and execution, operational efficiency, accountability and communication/enrollment skills as evidenced by an employee base so unsatisfied that they were on the verge of unionization and potential litigation against the corporate entity. Business performance was suffering and millions of dollars of potential litigation was looming.

Solution

Dr. Pauline Serice began working with the executive leadership team which included the CEO, sales and marketing, operations, environmental safety, and research and development on this multifaceted and very complex culture change transformation. Leadership believed that the employee base was ungrateful and selfish, and after a cultural assessment of the employee base the verdict was exactly the same of the employees about leadership. Dr. Serice was given the opportunity to create, lead and manage the strategy and implementation of her Experiential Authentic Leadership Development-Growth through Adversity process technology with the executive leadership team and the entire organization. This included the planning, facilitation and coaching of her EALD-GAP technology and breakthrough performance management system for a business unit of 200+ people around the country. Embedded in this intervention was, individual behavioral assessment using the Harrison Assessment empirical tool, one-on-one leadership coaching, EALD course delivery, breakthrough project design and execution, and team development for breakthroughs in authentic communication, accountability, performance management, and organizational systems thinking linking all the different parts of the system in a cohesive and comprehensive culture transformation.

The Business Result

Over the course of 3 years, the culture of this manufacturing subsidiary was transformed into a cohesive group of dedicated people who created respect for one another and were collectively inspired to lead their industry together. A new performance management system was created by the employees and leadership within the EALD-GAP breakthrough project process which satisfied the employees to the point of subsiding any litigation or unionization saving multiple millions of dollars. In addition, 2M dollars of cost efficiencies were realized and a platform for the sustainability of authentic leadership development was created.