

# CASE STUDY: BREAKTHROUGHS IN TRUST AND COLLABORATION

RETURN ON INVESTMENT: \$605,000 IN COST EFFICIENCIES CREATED, A GENUINE BREAKTHROUGH IN RESPECT AND RELATEDNESS BETWEEN AN EXECUTIVE LEADERSHIP TEAM, A 31% INCREASE IN POSITIVE RESPONSE RATES OF THE BUSINESS UNIT EMPLOYEES ANSWERING THE QUESTION "WAS IT SAFE TO SAY WHAT YOU THINK?"

## Situation

A well established and respected leader in the critical health care industry needed help in one of their business units to create a breakthrough in trust and collaboration on a Senior Executive Leadership Team. While business execution "on paper" looked stellar, the dysfunctional way in which the team interacted with each other was causing a clear toll on the well-being of the individuals on the leadership team as well as the team members that reported to them. This created a toxic work environment which was determined would inevitably show up in the future performance numbers of the business unit. To the leadership team's credit, they did not want to wait and watch the scene unfold to their detriment from a business performance perspective.

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## Solution

Dr. Pauline Serice began working with the leadership team engaging in initial observational analysis of the interworking of the team as well as in-depth cultural and individual behavioral analysis using the Harrison Assessment empirical tool. Rigorous one-on-one coaching was engaged in with each executive, Dr. Serice's Experiential Authentic Leadership Development Basics and Fundamentals course work was delivered, strategic meetings were had consistently with the executive team designing the way forward for the business unit as a truly collaborative group while Dr. Serice interjected real time coaching on the application of the EALD technology in these very integral group settings. A strategic operations plan template was created as a collaborative effort to provide initial design input and ongoing operational support for the business unit. This level of interaction and progress to produce this essentially needed work product was unheard of for this group prior to the EALD intervention as no one could get along or authentically communicate long enough to create this strategically essential process plan.

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## The Business Result

Extraordinary results were seen within a very short 6 month period of time. The leadership team calculated cost efficiency savings of at least \$605,000 by having breakthroughs in trust and collaboration using the EALD technology in their current projects and meetings. In addition, captured in a yearly survey was a 31% increase in positive response rates of the business unit employees answering the question "Was it safe to say what you think?" further validating the true shift of trust and collaboration of this leadership team noted by the business unit as whole.