



A CULTURE TO WIN



A global science-based company active in health, nutrition and materials. Established in 1902, this company has grown to over 25,000 employees and generates multi-million dollars annually.

Challenges:

- Low morale
- Misalignment
- Lack of agility
- Lack of trust
- Customer dissatisfaction

Key Outcomes:

- A winning culture
- Accountability
- Agility
- Communication
- Trust
- Customer satisfaction

CHALLENGES

This company cut 30% of their workforce, closed plants and outsourced jobs overseas. Their economic downsizing was a result of losing their biggest customer.

Culture and morale were at an all-time low after these recent shocks. The company suffered low morale within and between divisions.

Employees had a ‘do what you need to do and no more’ attitude, whereas senior leadership was passionate about creating a more agile and positive culture. Because frontline managers were not aligned with the desired culture of senior leaders, the company experienced a host of issues including: product quality, low empowerment resulting in a lack of agility, plus customer frustration and dissatisfaction.



GAPS

When polled, field management teams reported experiencing low levels of accountability in others. Additionally, new management that was hired on was having difficulty building trust amongst their employees as they were shifting through these changes.

In a highly interdependent organization, the departments were not communicating effectively. The management team was several steps ahead of employees and big ideas were communicated, but not implemented.

The vision was clear and measureable, but the steps were not in place to meet their goal.

JMREID GROUP'S CUSTOM SOLUTION

The client reached out to JMReid Group. John Reid, president and founder of JMReid Group, built trust with the client through his dedication to discerning the issue and creating a thorough vision with a clear approach.

Senior leadership wanted a more agile culture. JMReid Group strongly advised that for agility to flourish, work also needed to be done on communication and accountability.

John designed a Culture to Win initiative for the company to overcome the fundamental problems experienced by their management teams. For the company to truly succeed, every employee needed to be engaged in the program.

One-on-one coaching was provided to key middle and frontline managers to ensure behavior change.

CUSTOMER RESULTS

Metrics were gathered throughout the process.

Once all employees completed the Culture to Win program and were back on the job, human resources observed immediate changes and noted the following:

- **Use of communication frameworks** – Employees are asking deeper questions to gain understanding and providing each other with feedback, within work teams and across divisions. They are applying the learned approaches based on the feedback frameworks to increase accountability and openness to change.

As a result, there is more transparency within the organization because everyone is now speaking the same language.

“John put a mirror to the organization and let them see the reality. He coached in a way that was meaningful without the ‘gotcha’ mentality.”



- **More empowerment** – Employees are addressing issues, taking ownership and saving time.

The outcome: Frontline managers are able to problem-solve proactively, and provide their clients with tangible results-reassurance – ultimately improving their client relationships.

- **Ability to be agile** – People are taking the lead and taking charge to get the job done. Everyone is speaking a common language, allowing their interdependency to operate more fluidly. Divisions are aligned and management has more time to be proactive.