

A Culture To Win

A global science-based company active in health, nutrition and materials. This over-25,000 employee company was established in 1902 and generates multi-millions of dollars annually.

Pain Points:

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

Key Outcomes:

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

CHALLENGES

After losing their biggest customer, the company cut 30% of their workforce, closed plants and outsourced jobs overseas. Culture and morale were at an all-time low both within and between divisions.

Employees had a 'do what you need to do and no more' attitude, yet 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 unreliable product quality, low empowerment and a lack of agility. This resulted in customer frustration and dissatisfaction.

GAPS

In this 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. When polled, field management teams reported low levels of accountability in others. Newly hired management experienced difficulty building trust among their employees as they shifted through corporate changes. The vision was clear and measurable, but the steps were not in place to meet the goals.

JMREID GROUP'S CUSTOM SOLUTION

The company turned to JMReid Group after seeing our ability to discern issues and create a thorough vision with a clear approach. Senior leadership wanted a more agile culture and we advised that work on communication and accountability was also needed in order for agility to flourish.

JMReid Group designed a *Culture to Win* initiative for the company to overcome the fundamental problems experienced by

"John put a mirror to our organization and let them see the reality. He coached in a way that was meaningful without the 'gotcha' mentality."

their management teams. For the company to truly succeed, every employee needed to be engaged in the program, so in addition to a series of training sessions, one-on-one coaching was provided to key middle and frontline managers to ensure behavior change.

CUSTOMER RESULTS

Metrics were gathered before, during and after JMReid Group's engagement. Once all employees completed the *Culture to Win* program, human resources observed immediate changes in on-the-job behaviors and noted:

Use of communication frameworks: *Employees are asking deeper questions to gain understanding. They are 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.

More empowerment: *Employees are addressing issues, taking ownership and saving time. Frontline managers are able to problem-solve proactively and provide their clients with tangible results-reassurance, thereby 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.*