

## Case name: Effect of Change in Company Ownership

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**Company:** International Manufacturer of People Movers and Mass Transit Vehicles.

### The challenge:

New CEO decided that the leadership style of managers inherited from previous owners is out of alignment with his vision of a successful leadership culture.

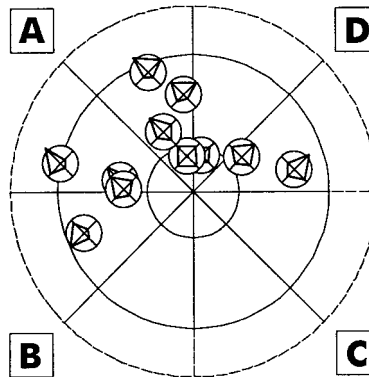
### Purpose:

Re-educate managers with old style leadership values into an approach compatible with the new CEO's vision.

### Existing conditions:

The company performance was under-optimized. The leadership and senior management of the organization was strong in engineering orientation, but weak in human resources, customer relations, imagination, and risk-taking.

**Dominance map of the Senior Management Staff.**



### Desired outcomes:

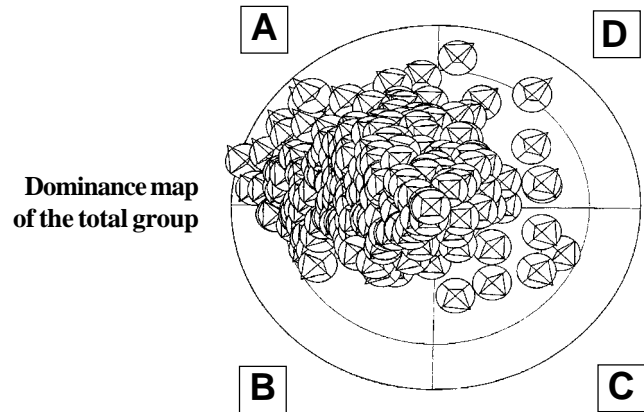
Short term: Improve morale, improve customer relationships and communication processes.

Long term: Align company leadership with the CEO's vision and take the company to a higher level of performance.

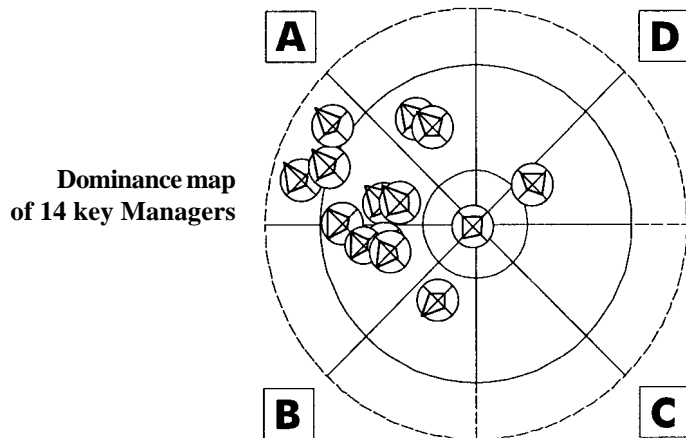
### Whole Brain interventions, processes, and strategies:

Hope Unlimited designed and delivered a three and a half-day program called Whole Brain Leadership. This training was mandated for all managers at all domestic and international sites. The CEO enforced the mandate. Managers who missed one session had to fly across the country, if necessary, to complete the course. One manager each from Kuala Lumpur and Singapore attended

the program, but others were sent a videotape and training was facilitated on-site. 210 managers completed the HBDI profile. 192 completed the full training.



Twenty-seven sessions were delivered to groups that varied in size from twelve to thirty-six people. Most of the programs were conducted at headquarters and at regional sites. Managers flew into these sites from the home base. The program focused on understanding oneself and others, with Whole Brain Technology as the organizing construct. The focus was on building comfort in the “C quadrant”, which was clearly the least preferred of this group of 14 key managers as shown below.



The group agreed that morale and customer satisfaction, which are C quadrant issues, were of huge importance to the company and were somewhat problematic at the time. Exercises in communication, team building, innovation, and visioning were used to integrate the learning.

**Summary of outcomes:**

A universally positive evaluation resulted in numerous indications that participants actually used the skills that were taught in the program. An ability to “tailor communications to others” was the most often cited program element.

**Optimizing the results:**

Short term: Staying close to the CEO and seeing to it that continuing leadership was provided, if not by Hope Unlimited, then internally. Six to eight weeks following completion of the course participants were sent evaluation forms, designed not only to get feedback but to trigger memory and anchor learnings. Feedback was universally positive.

Long term: Continue to work with the CEO and follow up progress. Suggest the use of available Whole Brain videotapes to bring the concept to the entire organization. Convince the CEO of the desirability of reaching a critical mass of employees in order to achieve a self sustaining level of culture change effort throughout the far-flung sites of this international company.

**Success measurement criteria applied:**

The success measurement process allows for up to 100 points to be allocated to each of the four quadrants of this Whole Brain process. The success measurement points are allocated as follows:





A quadrant: Acquisition and application of skills

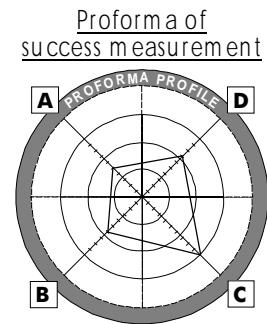
B quadrant: Implementation of training world wide

C quadrant: Tailoring communication to others to meet changing leadership culture

D quadrant: CEO's vision

Alignment of results with purpose: High.

| Metaphors  |  | Success measurement points |                 |
|--|--|----------------------------|-----------------|
| A<br> | D<br> | A<br><b>50</b>             | D<br><b>70</b>  |
| B<br> | C<br> | B<br><b>60</b>             | C<br><b>100</b> |



*Please note: the alignment of results was very close to the purpose of the intervention*

**Bonus outcomes:**

The comprehensive training program developed by Hope Unlimited and mandated by the CEO resulted in bringing the management of numerous U.S. and foreign sites together for the purpose of clarifying and unifying the leadership approach of the company. This represented a major communication opportunity that went beyond the scope of the training program.