

BUSINESS CASE HISTORY: A NEW LEADERSHIP PARADIGM

TURNING THE WORST EVER SATISFACTION SURVEY RESULTS INTO A
SUCCESSFUL LEADERSHIP CULTURE TRANSFORMATION

Initiative implemented in
2005/2007

Name of the programme:
A New Leadership Paradigm



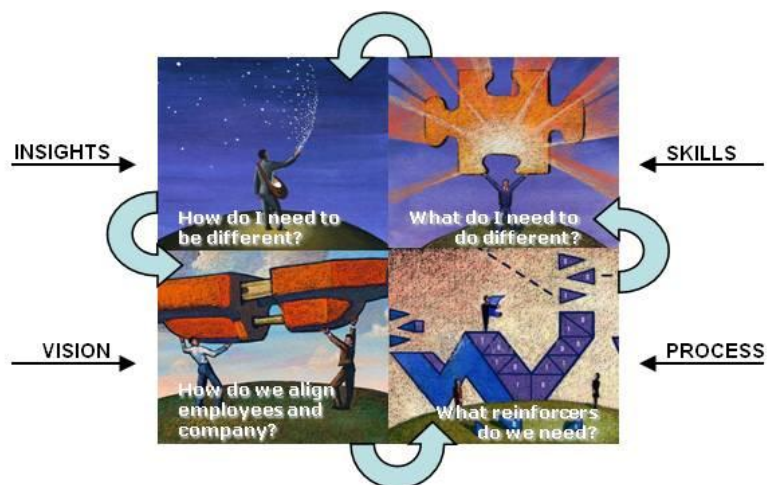
“The results of the Satisfaction Survey expressed a discomfort and if we read between the lines we could see the drivers. The first reaction was shock. My team and I were convinced that we were already doing what it took to keep a good employee satisfaction level. It was like receiving a cold shower and the first reaction of the management team was denying its responsibility. We had to destroy the wall we created and rebuild a new leadership paradigm.”

G.d.B., Country Manager

Client: Italian operations of a global credit card company.

2005 Employee Satisfaction Survey results, basically the worst of the whole global organization, created a leadership challenge for the CEO and the management team.

The Leadership culture transformation programme



followed 4 components: Insights, Vision, Skills, Process.

business case history: a new leadership paradigm

THE PROGRAMME

WHAT OUR CLIENT WAS LOOKING FOR

- To identify and embed a whole new leadership culture;
- To make sure that leaders and middle managers take ownership of the professional growth and engagement of the employees;
- To create a common language and a continuous learning approach in the organization.

WHAT WE DID TO TRANSFORM THE LEADERSHIP CULTURE

LEADERSHIP CULTURE ASSESSMENT

- Assessment of present leadership culture & behaviours, from the employees' and managers' different point of views;
- Benchmark with leadership culture of European Financial Organizations;
- Benchmark with American Express' set of values and competencies.

COACHING AND FACILITATING CHANGE TO THE MANAGEMENT TEAM

- Challenge the Management Team's basic assumptions on leading people;
- Awareness of personal and collective leadership style;
- Collective development of a new, desired leadership culture profile;
- Personal Mastery workshop: to develop self-awareness and facilitate behavioural transformation.

DEVELOPING COMPETENCIES AND SKILLS

- Personal Mastery workshop: to develop self-awareness and facilitate behavioural transformation;
- Developing coaching & feedback skills;
- Developing Emotional Intelligence;
- Train-the-trainer programme around R&R system, tools and related skills.

ALIGNED HR SYSTEMS AND SUPPORT

- Implementation of a meaningful, clear and appropriate R&R system;
- Mapping and definition of clear career paths;
- Definition of specific competencies linked to career paths.

AS A RESULT, A WHOLE NEW RELATIONSHIP BETWEEN MANAGERS AND EMPLOYEES WAS BUILT, THAT IMPROVED TRUST AND BOTTOM-LINE RESULTS SIGNIFICANTLY.

CHART 1 - RESULTS OF THE POST-PROGRAMME, 2006 EMPLOYEE SATISFACTION SURVEY

Dimensions	% '06 vs '05	% vs POA
Customers	+4	+6
Quality	0	-1
People	+16	+3
Integrity	0	+2
Teamwork	+4	+2
Good Citizenship	+31	+14
Employee Dev.	+9	+9
Job Itself	-2	+11
Meritocracy	+17	-8
Leader Effectiveness	+8	+8
Diversity	+7	+10
Employee Eng.	+10	+3
Personal Acc	+4	-3
Will to win	+2	-2

“We had to overcome resistance from people who were not available to change. But the ice broke. The management team changed their attitude and took full ownership”

“The Personal Mastery course was for me a change of professional and personal direction.”

“For the first time we met as leaders and as human beings. From that place there was a fundamental change: we applied what we have learnt in the office and in our lives.”

“We have a better focus on people and we now know if we are making mistakes with how we behave with them. Before this programme we thought we were right.”

From

2005 Employee Satisfaction Survey

- 8 of the 14 areas measured underperforming;
- Huge satisfaction gap between Managers and Employees;
- Female employees results were the lowest.

THE WORLD’S WORST RESULTS

To

2006 Employee Satisfaction Survey

- Significant improvement in 7 out of 14 dimensions versus 2005 results;
- 10 out 14 dimensions at or above benchmark;
- Sensitive reduction of the gender gap.

THE BEST RESULTS IN EUROPE

Leadership Effectiveness Assessment™ (LEA)

- *LEA is constructed to measure perceptions in a way that engenders cognitive plausibility;*
- *Uses a unique questionnaire design and scoring methodology which ensures highly accurate, objective and specific results;*
- *The LEA leadership model measures 22 behavioural leadership practices.*

For additional insights on our culture transformation programmes: watch The American Express case history in our Asterys Channel: <http://www.youtube.com/asteryschannel>



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