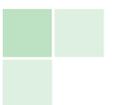




Business DNA Case Studies:

Leadership Development - Team



THE CHALLENGE

Company A would best be described as a conservative and risk averse organization where the level of external influence was minimal and middle to senior appointments were almost entirely sourced from internal staff. To address a dramatically changing environment a new board was appointed who in turn appointed a bright and progressive CEO to move the business forward. The CEO in turn reviewed his top team and replaced 60% of them within the first 6 months to create the team that he needed to address the dynamic environment the industry was facing.

THE PROBLEM

The level of change required in the organization brought with it the need for the new leadership team to become a high performing team very quickly. It needed to operate with one voice and in turn transform the organization itself to be able to cope with the external changes occurring and prosper in the process.

THE BUSINESS DNA SOLUTION

The culture of an organization is set from the top. A core belief of the new CEO was transparency and empowerment and to affect this within the top team, he needed to know who was on the team; how they would perform under pressure; and where to utilize their best talent sets in a collaborative manner. The DNA Group was engaged to firstly work with the CEO and the Executive Team. The DNA Facilitator took the team through the DNA Leadership Development Program. This was structured in a way that delivered unique behavioral insights upfront shared across the team and provided an ongoing development path each quarter thereafter for 12 months. To support the ongoing development monthly 1-1 coaching sessions were provided addressing each individual's development on the journey to becoming a high performing team. Once this program was underway, this DNA Discovery process was introduced to the next level of the organization with each Group General Manager and their teams eventually touching all parts of the organization. The process was not mandated but progressively driven by the staff themselves as they evidenced the change in behaviors and communication in each area.

IMPLEMENTATION AND STRATEGY

The firm deployed the Business DNA Behavior Discovery & Performance process in their business.

1. The CEO and Executive team completed the DNA Leadership Development Program to enable a high performing team to be created quickly, to build capability and capacity into each leader to lead change and for each member to become a more effective communicator.
2. Each member of the Executive Team was provided with 1-1 coaching supporting the 12 months program
3. Every Group General Manager then applied a DNA Discovery process to their teams to enhance their performance, communication and productivity levels.
4. This process was continued down into the organization with monthly follow up sessions for teams for an initial period.
5. The breadth of use of the tools was then expanded to Leadership Performance 360 feedback; hiring and onboarding of new employees; and performance managing of employees.



OUTCOME

The level of performance of the new executive team was high within 3 months. This would normally take 12 months and in many teams much longer. Transparency became the norm, debate was strong, respect was high and empowerment was evident. The levels of trust and camaraderie grew quickly. Across the broader organization new skill levels in managing conflict, developing people and enhancing communication were evident. *“The Business DNA process has been a significant contributor to our enhanced leadership and organizational performance.....”*