

# Driving Change When Business is Getting Tougher

MGP Client Case Sharing: Organizational Effectiveness Solutions



## About MGP



Committed to our clients' success, Mobley Group Pacific Ltd. (MGP) has used our years of industry experience and functional expertise to become one of the regions's most recognized management consulting firms.

## About Talent Development Solutions



- Executive Coaching
- Executive Integration
- Executive Team Effectiveness
- Middle Management Leadership Development
- High Potential Development
- Build Organizational Coaching Culture

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## Organizational Challenge

A leading European aluminum profile manufacturer formulated a new strategy to challenge the organization's internal status quo by increasing accountability and becoming more customer-focused. While business in China had been going well, the company now faced increasingly intense local competition, and many employees, content with strong past business performance, did not see the need for change. Recognizing contentment could get in the way of sustaining strong business performance, the CEO engaged MGP to help ensure the organization's new strategy could be effectively implemented.

## Customized Solution

MGP employed a multi-faceted approach to address the organization's contentment issue, holding focus groups, conducting a culture survey, using Hogan Personality Assessment feedback, and holding interactive workshops to generate concrete action plans.

In the focus groups, team members from different levels of the organization were asked about challenges they felt the business faced and how to successfully address these challenges. A culture survey was also conducted to help get a better read on how closely the organization's 'target' culture matched its actual culture. The results showed some disagreement between different levels about whether change was necessary, given the organization's past success. Also, while the organization had a caring culture, it became apparent there was a tendency to see ownership as 'collective' and not always establish accountability or give constructive feedback.

Each member of the senior leadership team then did the Hogan Personality Assessment, and subsequently did a one-on-one feedback session, allowing team members to better understand their own leadership styles, including some difficulty with setting direction and responding to change. This was followed by a full day leadership facilitation workshop, where leaders further discussed the focus group and culture survey results, and worked on identifying culture gaps, and how the group could collectively improve.

A half day workshop with middle management was then held, where managers were invited to offer their take about how they viewed the organization's culture. A sizable number of the fifty participating managers felt that the organization did have sufficient accountability and that their teams were quite sensitive to customer needs. However, through further discussion and knowing the CEO's new strategic direction, they became more aware of how given future challenges, taking preemptive action against the competition by beefing up accountability and customer-focus would ultimately benefit the organization.

## Impact-Driven Results

Both workshops resulted in concrete action plans for how to implement the new strategy, including a tracking mechanism and specific timeframe. Through these workshops, as well as the focus groups, culture survey, and personality assessments, MGP helped leaders and employees at different levels of the organization better understand the current company culture, and its implications for future business goals. The process made employees at different levels feel more engaged and empowered, and encouraged them to take ownership in solving problems. The process helped employees ultimately become more focused on customers and creating great accountability, so the organization could maintain its leading position and continue to thrive.

Talent Management | Executive Coaching | Organizational Effectiveness