

Biotechnology Production Plant

Description of Problems

- Declining plant performance – not meeting desired plant metrics consistently.
- Strong silo mentality between functions – limited support and collaboration between teams.
- Increased customer field complaints – technical issues for customers with products.
- High level of employee exhaustion – people feel demoralized and have low engagement because they put in a lot of effort and don't achieve desired results.
- High number of unplanned, unexpected activities that keep popping up – inconsistent alignment on priorities and roles and responsibilities.
- Employees commonly avoid conflict – people hold unspoken resentments towards others that end up decreasing productivity.

Overview of Organization

- Market leader in with high market share in cardiovascular market segment with close to 1000 employees working at the production plant.
- Organization is moving from a growth cycle into a maturing cycle in their business.
- Large experience gap between the Plant Manager and the new director team that has just started working together who has limited experience.
- Larger plant will be absorbing and merging with another plant within 2 years.
- There is a sense that the team can do better but they are unsure as to how to get there.

Overview of Proposed Project

- Define the culture and specify what is holding the organization back from better performance.
- Training in best practices in critical areas where organization has had limited exposure.
- Personalize and customize training in accordance with individual and organizational goals.
- Pilot and prototype initial program with the leadership team before rest of organization.

Project Activities and Timeline

- Create a clear perspective on the culture to really see what is holding the organization back as well as how the leadership wants things to be going forward
 - Utilize benchmark assessments on culture.
 - Develop initial project vision for change.
 - Clear the air and mediate and large conflicts from the beginning.
- Monthly training (over the course of 5 months) in best practices in critical areas where organization has generally had minimal if any exposure.
 - Teach fundamentals in culture and personal and organizational energy management.
 - Outline organizational change management process with assessments for the project.
 - Give assessments and training in foundations of stress management, communication, leadership and teamwork.
- Personalize and customize practices and approach to specific organizational needs.
 - Utilize bi-weekly coaching to learn specific individual needs.
 - Clarify personal working and personality styles to leverages strengths.
 - Consistently interview and debrief team members for feedback to adjust project.
- Pilot and prototype approach first with Plant leadership team and then disseminate it down and through the rest of the organization.
 - Launch project in phases with different levels of the organization.

- Develop communications with leadership for rest of organization about project.
- Leverage assessments for change process through stages of the project.

Expected Outcomes

- Improve the efficiency and effectiveness of core business practices and processes by +10%.
- Optimize productivity and engagement through decreasing conflict and stress allowing or better teamwork and communication by increasing emotional intelligence factors by +10% and by resolving 1-2 major conflicts inside the organization.
- Shift from a focus on time and resources to high energy where it is easier to address chronic issues and see a new future where everyone is more fully engaged and cooperates in new ways by increasing high energy factors by +10%
- Uncover the basic coping mechanisms and behavioral patterns for stress and impact on teammates to promote high performance practices.
- Increase agility and innovation using best practices for change and conscious creation of culture.
- Establish a straightforward language for energy using distinctions and practices to create a framework that is tangible.

Evaluation Criteria

- Project will be a success when Plant achieves green scores on 2-3 additional core metrics of where they currently are on a consistent basis.
- The cultural benchmark assessment will be used at the beginning and the end of the project and the statistics will be compared and analyzed.
- The leadership team along with select individuals will be interviewed and debriefed to discover practical examples of the impact of the project.
- A case study of the project will be presented to the corporate leadership for review.

Review of Project from Today's Perspective in 2010

- What worked?
 - The use of the cultural benchmark assessment for uncovering and measure intangible metrics – improved trust metric by 18.97% in 6 months, improved productivity metric by 9.93% in 6 months, improved constructive interaction metric by 18.33% in 6 months.
 - Achieved all the expected outcomes.
 - The team was open minded and willing to fully and actively participate in the project.
 - Interactive team exercises and practical tools.
 - Conflict resolution time shortened from days to hours.
 - Leadership team saved 2-3 weeks of work by aligning upfront.
 - Decision making quality has improved and the likelihood in moving backward once a decision is made has decreased.
 - With improved trust and teamwork it took four less team meetings to get into action.
 - Team member personal awareness of patterns significantly increased which decreased misunderstandings and enhanced teamwork and communication.
 - Team members learned how to more effectively manage stress and change.
- What didn't work?
 - Meeting time management.
 - Poor communication of project across organization by leadership.
 - Not realizing that some of the material was more advanced than appropriate, the team didn't have adequate baseline knowledge yet.
 - Not holding the team more accountable for following the change process.

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- Not having more clarification of action plans throughout each workshop segment.
 - What did we learn?
 - Directness and transparency feels good and is effective.
 - Directors were ready to take the ball and move project forward without leaders guidance.
 - The team development of the code of operation was not fully flushed out enough and needs to be a more central aspect at the beginning of the project.
 - We may need to slow down and integrate out learning to move faster.
 - Review recently trained practices more frequently to deepen team’s understanding.