



## KEEPING UP WITH THE SPEED OF BUSINESS

### Situation

A mining company spent a decade creating a culture of empowerment, implementing Self-Directed Work Teams (SDWT). Market change significantly impacted margins, that drove managing partners to look strategically at new growth markets.

### Task

Measure the organizational culture across business units, with the illumyx Behavioral Inventory™. Evaluate cultural capability to adapt to new opportunities. Use culture audit results to prioritize key actions and optimize nimbleness of the business units.

### Action

Set up and deployed illumyx Behavioral Inventory™ throughout the organization. Analyzed the results and led a cross-functional group of leaders through the illumyx™ strategy and action planning process that drove improvements.

### Results

Overall results were presented to the Strategic Leadership Team and a summary of results presented to all employees using video conferencing within their existing townhall communication framework. The following were key results:

- Top class employee commitment levels were benchmarked across the organization with the exception of 2 business units, establishing an internal standard.
- A high frequency of leader-dependent behaviors resulted in lower performing business units. High performing business units had team-centric behaviors. This confirmed effectiveness of prior investment in SDWT's.
- Redeployed Self-Directed Work Team training to lower performing business units. Culture of empowerment now more consistent across organization.
- Collaboration and idea generation was present; however, consensus-based decision-making was ineffective for broader business decisions.
- Managing partners removed themselves from the day-to-day and re-organized as a Strategic Advisory Team to focus on identifying new market opportunities and acquisitions.
- The new managing team identified decision making parameters for all levels of leaders, including self-directed work teams. The new process was systematically communicated to all levels of the organization.



### Takeaways

- Employee commitment and engagement correlated with strong business performance and team-centric behaviors.
- Company committed to additional ongoing behavioral audits. The Behavioral Inventory™ connected associative relationships to causes and ultimately business results.
- Culture analytics process enabled a targeted approach to change. Focusing only on business units that needed the most help had the greatest impact in the shortest time.
- The SDWT framework worked well. Focused training gave the organization the speed of decision making required to meet strategic growth market opportunities.