



BECOMEMORE CASE STUDY

Situation

After years of stability, a small-town production facility had a major turnover at the executive level. The 35+ year CEO retired and named one of his children as his successor. And if that wasn't a big enough change – three more members of the executive team announced their retirement around the same time and left the organization within six months.

Challenge

The new CEO made the decision to promote internal talent into the vacated executive seats. His thought was that these experienced professionals understood operations, knew the business, were hard-working, and had proven their loyalty to the company. Yes, and... They came with years of baggage, inter-personal conflicts, and strong (as well as differing) perspectives of how to move the organization forward.

**“WE WERE TALKING
PAST EACH OTHER.”**

Interviews with BecomeMore Group uncovered that the leadership team was not strategically aligned, did not believe that “others” on the team were truly their peers, and were often irritated by how “others” behaved and communicated – which encouraged them to withdraw from one another and work in silo’s.

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The BECOMEMORE and Predictive Index solution:

We introduced the organization to *Predictive Index (PI)* and people-data.

Each member of the leadership team took PI and had a 1:1 readback with BecomeMore staff to help them recognize their strengths and blind spots.

The leadership team participated in a PI Teams Workshop and:

- Discovered how their individual strengths complimented one another.
- Determined the benefits of working together.
- Recognized why they often rubbed each other the wrong way.
- Identified ways they could easily modify their behavior to improve communications and organizational outcomes.

The leadership team leveraged these behavioral insights (and worked with BecomeMore) to align and execute a new organizational strategy.

12-months later, relationships had been restored, the new leadership team was having “constructive conflict” conversations, production levels exceeded historical standards (for 9+ months), and PI was rolled out across the organization to improve employee engagement and boost optimization.