



Case study
**Why did the chicken cross the road?
How to address polarisation and indifference.**

Effective Vision are organisation behaviour specialists, working on engagement and strategy to maximise return on effort.

To have a conversation about your situation you just contact us at:
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One of the big challenges for any organisation is when groups polarise or become silo'd. In organisations this severely undermines productivity and performance. Additionally it increases stress, affecting time management and the quantity of good experiences people have.

Client

A business unit of a global industrial bluechip organisation. The business unit's turnover was roughly \$300M in 2005. The unit had been acquired some years earlier and the anticipated synergy had not materialised in improved profit.

The challenge as they stated it

They felt that there was something missing in the interventions they were applying to turnaround the business, affecting the probability and scope of success. They sought insight that could be readily harnessed to address this challenge, and that would unlock value from a raft of unconnected, and often intractable, data and research. The focus being key behavioural drivers and perceived core strengths.

Key issues that were revealed to them

Stakeholder insights revealed a polarisation rather than synergy, where the parent and acquired cultures were clashing. Within the unit this clash manifested as passion and frustration pulling the unit in two, reducing productivity. To resolve issues an increasing number of initiatives were being launched, both within the unit and within the parent. As few initiatives were taken to completion or sustained staff were becoming increasingly indifferent, to the point where some were 'waiting' rather than working.

Our approach with them

We conducted in-depth research with internal and external stakeholders, drawing together a rich picture:

- ➔ Peoples' experiences of the unit and what they felt was going on.
- ➔ Patterns of peoples' behaviour as a result of their experiences.
- ➔ What people wished the situation to be [all, without exception, wanted resolution].

Recommendations were made on how to change peoples' behaviour and experiences swiftly. The insight, critically, illustrated how some common interventions would actually reinforce or intensify existing problems. Changes were fully owned by the business based on seeing their world through new eyes. The unit leadership applied their existing skills to evolve a culture that retained and enhanced the unit's strengths, whilst recognising the value of the parent so that conflict could be replaced by cooperation.

Their outcome

Within six months the results exceeded expectations financially, in morale and in collaboration. The business turnaround was ahead of targets in both time and budget. The change in the frame of reference for decisions continues to have value. They focus more externally, and are developing sustainability. 12 months on profits have gone up dramatically [well over 300%], with no increase in headcount.

Key learnings from this case study

Having a deeper, and integrated, behaviour-based frame of reference for decisions enables you to use your decisioning skills more valuably to affect peoples' performance.

Once you are in a polarised situation someone has to move to a new position to break the deadlock. Synergy is about cooperation leading to collaboration.

Next steps: As you already know – the choice is yours. Perhaps the difference now is that you are viewing your world through new eyes. Contact us at info@effectivevision.co.uk to explore your needs.