



Case Study: Cultural Transformation Increases Profit by 246 Percent

Situation

A successful European beverage company was seeking to transform the existing culture to facilitate greater internal motivation, accountability, collaboration, communication, trust, cooperation, and mutual support. The company planned to increase the number of employees and considered it highly important that the new employees fit into the new culture.

.....

Solution

The company implemented a cultural transformation program using the Harrison Assessments methodology. The results were tracked over a two and a half year period. The program was aimed to grow the business and increase profits through quality hiring and generating collaborative teamwork. The implementation included the full suite of *Harrison Talent Management Solutions* including talent acquisition, onboarding, employee engagement, and talent development. Over the two and a half year period, each employee received 6 days of training and team building, as well as five two-hour sessions of personal coaching.

The Harrison talent acquisition method was applied starting with customizing the *Harrison Job Success Formulas* to meet the job requirements, as well as the desired new culture. Interviewers and line managers were trained in a new mindset of using assessment and interview methodology to achieve alignment of mutual needs rather than only focusing on the company needs. The aim was to start the employment relationship with collaboration and respect for mutual needs, modeling the behaviours desired for the cultural transformation. The assessment process and interviewing structures were designed to identify and discuss key issues related to employee engagement and retention. To improve onboarding, the assessment and interview results were used to create an individual development plan that included needed transformation competencies, as well as the needs and expectations of the employee.



*alignment of mutual
needs were achieved*



- *increase self-awareness*
- *facilitate skills in conflict resolution, collaboration, negotiation, & listening*
- *honesty and openness*

The *Harrison Method* was used for existing employees in culture and team development initiatives conducted throughout the organization. The *Harrison Team Paradox* methodology was implemented with the aim to increase self-awareness and facilitate skills in conflict resolution, collaboration, negotiation, and listening. The process created a climate of honesty and openness that enabled employees to feel safe enough to discuss difficult issues while being non-defensive, accountable, and committed to mutual success.



The Business Result

Although the company was very successful before starting the cultural initiative, there was a dramatic increase in success over the two and a half year period. At the start of the initiative, the company was able to complete 4 major projects per year. By the end of the implementation, the transformed culture empowered employees to complete 26 major projects per year. In addition, **profits during the two and a half year period increased by 246 percent.** The number of employees increased by 32 percent and the ratio of profit per employee also significantly increased.

About the Author

Dan Harrison, Ph.D. - Organizational Psychology. Dr. Harrison is the developer and CEO of Harrison Assessments and originator of ParadoxTechnology™ incorporated in Harrison Assessments. His diverse background in Mathematics, Personality Theory, Counseling Psychology, and Organizational Psychology has enabled him to make a unique and exceptional contribution to assessment methodology. His 30 years of research, innovation and experience in psychology and assessment has enabled Harrison Assessments to create and develop state-of-the-industry technology, tools, and systems that meet strategic business needs globally and provide effective solutions across the entire talent management life cycle.

About Harrison Assessments

Harrison Assessments was founded in 1990 and serves organizational clients in over 70 countries worldwide. Harrison Assessments focuses on providing the most accurate and effective assessments in the industry by dedicating a large portion of its resources to research, development and user friendly software engineering. Their assessment systems provide decision analytics for selection, development, succession and career planning. Solutions include comprehensive and customizable recruitment, development and talent readiness technology systems for organizations of all sizes and industries. Assessing 175 traits and competencies, the Harrison Assessments questionnaire is available in 29 languages with over 6500 job specific success templates.

Additional information is available at www.harrisonassessments.com.