



CULTURE CHANGE AS AN ACCELERATOR OF PERFORMANCE

 **Capstone People Consulting**
PEOPLE | CHANGE | WORKPLACE CULTURE

**CAPSTONE PEOPLE
CONSULTING'S CHANGE
MANAGEMENT USE CASE**



Use Case -1

CULTURE CHANGE AS AN ACCELERATOR FOR PERFORMANCE

A Leading International Farm Equipment Manufacturer, considered the Mercedes of Farm Equipment, was concerned about their Growth story in India. A change of Leadership Guard at the HQ accelerated focus on the India entity Under-performing, despite the large Agrarian Customer base and the vast opportunities in the market.

The company tried using various Strategy Consultants and also attempted implementing their Recommendations with no avail when they reached out to the Capstone Team stating their India growth challenge and the belief that the challenges were Internal/Cultural.

CAPSTONE'S DISCOVERY

Capstone's Proprietary Discovery process that included visits to the GEMBA - their offices, market, Dealer networks that revealed many insights on -

- Challenges around Composition of Leadership Team (outcome of residency-based Promotions)
- High Power Distance between Leadership & Front-line with poor communication channels across levels
- Lack of Meaningful Conversations across - especially Performance Feedback and course correction related conversations
- High inertia to respond to Market Feedback/ opportunities
- Off-roll employees being delegated key lead generation/ sales responsibilities
- Command and Control Style Leaderships making all interactions transactional/ no effort to inspire
- Lack of Empowerment for Agile Decision-making and poor work processes yielding poor Productivity, Accountability, Ownership across levels
- High tolerance for Under-performance, Benign Management styles - No Consequence for No Action Cultures

CAPSTONE'S CHANGE INTERVENTION

Capstone's Recommendations included understanding "What was going well?" - *using an Appreciative Inquiry lens* - we developed an **18-month Road-**

map for Culture Change that included Capability Building Interventions to build **New Mind-sets/ skillsets to manifest new behaviours.**

The actions recommended took care of Systemic Challenges - Policies, Processes & Programs that required New Thinking

Capability Building Themes included -

- Leadership Intelligence in the New Economy
- Positive Management Mindsets
- Leadership Conversations
- Building High Performance & Productivity
- Leader as Coach

Our Intervention included **Everybody** across the organization, across levels

Our What's the Problem? Intervention created great energies for timely Problem solving and a belief that Problems had a Solution - the solution energy was the teams and that Speed of Problem Solving was equal to the Speed of Performance.

This intervention was repeated across 20 locations to build Positive Self Belief & confidence that continues even today as Leaders found the vocabulary & will to inspire and Teams found the much needed Human Connections, reduction of wasteful processes & the support systematically to solve "Real Problems".

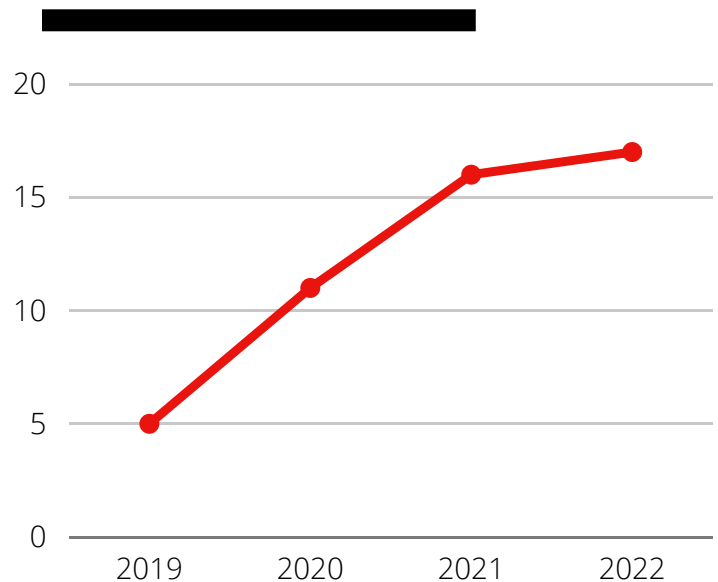
EMBEDDING NEW MINDSETS

We ran Train-the-Trainer to create a Guiding Coalition for Change & other mechanisms to embed the element of Change and build continuity through Capability Building across levels (High Performance Culture Cascade)

Capstone delivered 3 waves of interventions before the pandemic and continued some work through

this duration... including sharing stories of Early Wins and High Performance

OUTCOMES OF CHANGE



Within 14 months the enhanced Performance was visible and by the 18th month the organization had captured **6% extra market share** making the size **11%** - now to **16% market share** - with the same people who worked with New Thinking

"You have made our people unstoppable"

-CEO acknowledging our contribution to their Growth story

