

# CASE STUDY

## Improving Organizational Climate & Operational Performance in a High Energy / Highly Hazardous API Facility

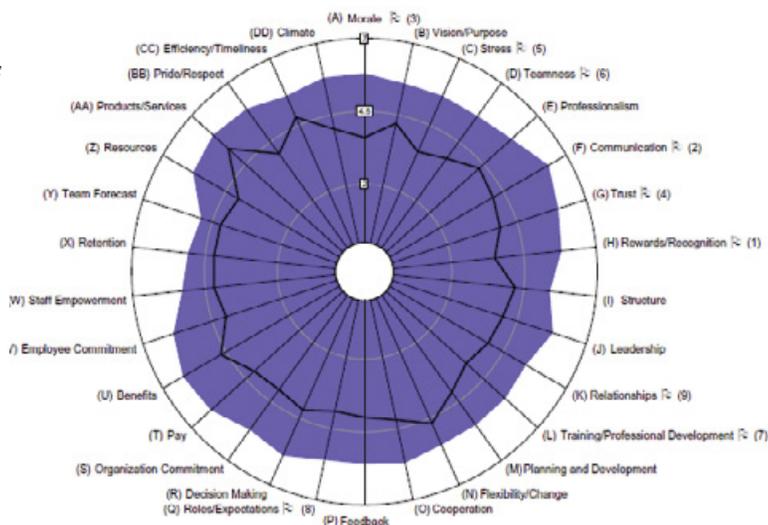


**S**ummary: This case study illustrates how new diagnostic tools can help a client identify the root causes of organizational performance problems and then take specific actions to address those problems for lasting, positive change. For more information, please call (269) 353-1898 or visit us online at [www.daw-consultingsolutions.com](http://www.daw-consultingsolutions.com).

**Setting:** The manufacturing division of a global pharmaceutical company. Key players include the new leader of a facility that produces API (“Active Pharmaceutical Ingredient”) using highly reactive materials, as well as the operators, coordinators and managers that are assigned to the building. A large corporate consolidation effort is reducing the number of manufacturing sites worldwide, forcing the remaining sites to absorb “legacy” operations.

**Problem or Challenge:** Low employee commitment, engagement and morale due to previous consolidation efforts. The facility, which is isolated from other manufacturing areas at the site because of the hazardous reactive processes involved, is being asked to do more with the same limited resources. The new leader is eager to revitalize the work team, while maintaining high quality standards, lowering overall costs and preserving safety within this highly technical, 24x7 operation.

**Illustration (right):** *Excellerator™* diagnostic technology measures 30 key dimensions of work climate and organizational performance. The purple area represents how employees rated the importance of each dimension (group average score). The inside black line shows the current performance of that dimension. High priority items are indicated with flags (F).



## About Dr. Wahlstrom

Darryl A. Wahlstrom, Ph.D., is an expert in organizational performance. Over the last 20 years, he has worked with a wide variety of workplace teams and leaders to help them identify and overcome critical roadblocks to improved performance.



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# CASE STUDY *(continued from other side)*

## Diagnostic Actions:

Working in close partnership with the new leader, Dr. Wahlstrom recommended the following diagnostic steps to help determine the best course of action:

■ **Radiant Leadership® 360°** – A leadership diagnostic tool that measures 17 key aspects of leader influence and effectiveness. Examples include the ability to implement change, inspire effort, build enthusiasm and create a sense of unified purpose

■ **DIScription™ Temperament Inventory** – A self-awareness instrument to help leaders understand their communication style and behavior patterns when working with others

■ **Excellerator™** – A sensitive measurement tool of 30 elements of an organization's work climate to establish a baseline, help identify needed changes and recommend interventions points

**Solutions Proposed:** Using the results from the diagnostic tools listed, we started by providing one-on-one personal coaching for

the new leader to help seize the opportunity for positive change.

For the entire leadership team, we developed special competency-based workshops focused on improving communication skills and building trust. A separate, custom-designed workshop was held to develop a common mission and vision for the operation.

Following a vote by all colleagues in the building, a decision was made to focus on broader improvements to communication, particularly during cross-shift "pass down" meetings. At the same time, a new peer-to-peer recognition program was established for the entire facility. Specific action plans were created to implement, monitor and evaluate improvements in the organization over time.

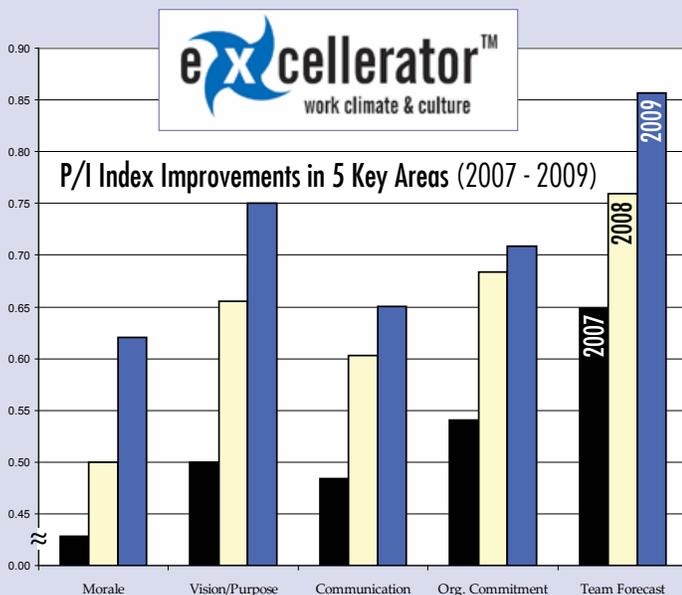
**Results:** Over a two year period, the following major accomplishments and outcomes were achieved:

- Excellerator™ results highlight a 20% improvement in the building's organizational

climate, defined as the ratio of performance relative to the importance of specific work climate elements.

- A 70% reduction in "flagged" organization climate items from Excellerator™ baseline.
- A 30% increase in product volume delivered due to effective handling of product transfers both inside and outside of the building.
- An increase in overall building productivity for three high-priority products, as measured in Kg per Reactor•Gallon•Day.
- Several key lean manufacturing components were successfully implemented.
- Turnaround times and solvent use were reduced thanks to improvements in a critical work center cleaning process for hazardous materials.

To learn more about this case study, or what we can offer your organization, call **(269) 353-1898** or visit us on the Internet at [www.daw-consultingsolutions.com](http://www.daw-consultingsolutions.com). ■



**Illustration (left):** Excellerator™ diagnostic technology also measures the "P/I Index" (Performance vs. Importance) on 30 key dimensions of organizational climate. The column chart at left is from this case study. It shows how morale, vision / purpose, communication, organizational commitment and team forecast (extended outlook for success) improved significantly during the course of Dr. Wahlstrom's work.

**Benefits for Your Organization:** Independent studies have found that improvements in organizational climate, culture and trust can lead directly to increased organizational effectiveness and better business outcomes (e.g., quality, safety, throughput, cost-reduction or profitability).

**References:** 1. Hartnell, C.A., Ou, A.Y., & Kinicki, A. (2011). Organizational culture and organizational effectiveness: A meta-analytic investigation of the competing values framework's theoretical suppositions. *Journal of Applied Psychology*, 96(4), 677-694.  
2. Schneider, B., Macey, W.H., & Young, S. A. (2006). The climate for service. *Journal of Relationship Marketing*, 5(3), 111-132.