



The Power of VBL—A Case Study

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The challenge

Two multi-national corporations created a 50/50 joint venture, combining animal health elements of their businesses. One company was French and the other U.S. based. The JV faltered during the first few years with revenue decline and no real integration of the businesses. Two very different, competitive cultures inhibited team-work, and there was no real vision for the future. Indicative of these problems were unacceptable results of an employee engagement survey.

The approach

Executive team members were at odds how to approach the challenge: Change the leadership team? Rationalize each function? Reduce all budgets by 10%? Hire expensive consultants?

Ultimately the CEO decided on a different approach—he engaged TAI Incorporated to help the executive team implement transformational change by embracing TAI’s approach to Values-based Leadership. VBL is proven in the marketplace and delivers measurable positive results by aligning executive teams, creating performance cultures and substantially improving employee engagement.

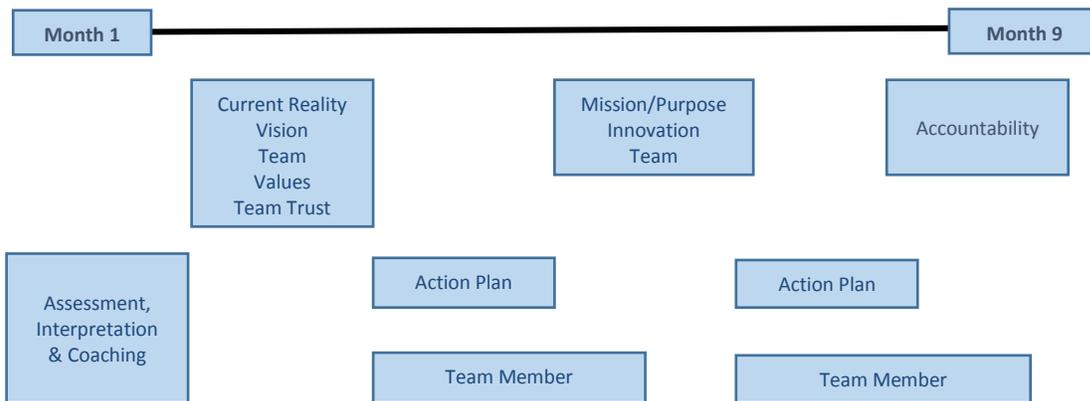
Values-based Leadership...

1. Identifies and illuminates individual uniqueness and strengths that can bring value to an organization;
2. Inspires individual commitment to create value for the sake of the organization; and
3. Instills behaviors that establish a values-based performance culture.

Embracing VBL, the leadership team began a nine month journey individually and collectively to understand and embrace that transformational change happens when leaders...

- ✓ Define a clear Mission and create a compelling Vision for the company.
- ✓ Establish Values that define behaviors required to achieve the desired results.
- ✓ Establish open communication and alignment among the executive team to implement the Mission, Vision and Values, and to develop appropriate strategies.
- ✓ Create trust among the executive team by holding each individual, as well as the team as a whole, accountable for living the values and “walking the talk.”

A nine-month journey to higher performance:



VBL leverages the potential contribution that each leader and every employee can make—the discretionary effort that will only be given because they are involved in something bigger than themselves, something that brings them each significance and fulfillment.

Reaping that discretionary effort from employees required a true commitment on the part of the organization’s leaders to be transparent, open and listening. The leadership team, having been fully engaged in team sessions and individual coaching was then positioned to cascade the VBL message into the organization through formal communication, town hall meetings, TAI-facilitated team sessions and TAI-led supplemental coaching engagements with high potential managers. Ultimately every function and region in the company was impacted by TAI methodology and the VBL philosophy.



The results

Once the leadership team embraced Values-based Leadership and initiated a VBL culture, transformation did indeed happen. Revenue grew from \$1.4 billion to \$2.2 billion in 6 years, a 60% increase, all done from organic growth. Global employee surveys the next year resulted in markedly improved results, moving from the bottom quartile to the third quartile. Additionally, during the decade that followed TAI proved to be an able and valuable partner as the client established a values-based, high performance culture routinely delivering significant and sustainable business results.

Summary

About the engagement, the Global Head of HR said: “If one were to ask the employees of the organization how they accomplished these results, they would say they did it. They were given the tools they needed to make the Vision a reality. They were given a corporate culture that embraced the right Values, a code to work by, and the trust to do their job. They were treated the way we all expect to be treated.

In today’s industrialized world, we each want to be part of something bigger than ourselves—we want to self-actualize—and values-based leaders who create VBL cultures provide the means for employees to do just that. For this company, TAI’s approach to Values-based Leadership made a difference, enabling cultural transformation and sustainable results.”

Driving Higher Performance through Values-Based Leadership