



Case Studies

LEADERSHIP

QUESTION: What behavior adjustment will triple our people productivity?

The Issue

A light manufacturer was having a problem with high turnover and attributed it to the margins of their business being low and the correlating minimum wage they were paying. Banyan Tree Strategies was asked to develop a self-directed leadership program to improve moral and retention.

Company Concerns:

- A red ocean business
- A transient workforce
- What ties you to a company beyond compensation

Items Covered:

- Who has succeeded and why
- Get the FLM's to agree on a common communication style
- Outline a best way to behave at the company

First Steps

We established a weekly meeting time for six months with the front-line managers. We interviewed several of the long-time employees and came up with a few key traits that led to longer term commitment of that position.

Second Steps

The front-line managers identified the attitude leaders and had them go through the conversational tactics training. We then created a tree of performance image for the FLM's and employees to work on together. The tree of performance showed where intrinsic and extrinsic motivations could be met by both parties. The big intrinsic motivator was competency.

Items Covered:

- Being praised for competency led to better spec adherence
- Building a language for conflict empowered both sides
- Less blow ups led to more people sticking around
- People seldom leave companies, they leave bosses

Results

- Language can unite
- Motivations to belong are strong
- Teach respect and watch people flourish

The Outcome

The company increased its profitability with less turnover and with much better quality control by increasing everyone's ability to lead themselves in and out of difficult conversations.

Have you lost your faith in people?