



- You want to actively manage company culture toward bottom line impact.
- You have a team or an organization/company that is not having much fun dealing with change either from the past or in the present.
- You have identified a need to combine different interests, perspectives and expertise into a higher team IQ and are not sure how to get there.
- The issues that were fixed keep coming back.
- You want a plan that will work and be backed by commitment.
- The situation calls for global down to local thinking, it is complex and it requires collective thinking.
- Despite everyone's efforts to work collectively, things are stuck. There is a need to move forward.

## What Good Facilitation Can Do - True Stories

### Building Teams and Merger Relationships

A manufacturing firm was losing ground as its competitors got quotes out in 20 days while they took 40. They re-engineered internally and quotes now took 55 days. They brought in re-engineering consultants and quotes now took 70 days. So they brought in learning organization consultants and the time for quotes went down to 5 days with a 2% error rate.

How? They changed their working relationships – openness, honesty, trust and smooth communications.

*"It is futile to try and solve with technology or structure a problem that is really a people problem."* –Nick Zeniuk, CEO

### Changing Culture

Egon Zehnder International, a "head hunter" firm, is based on collaboration and integrity, and so it treats its global firm as a single team and cost centre. The 100+ partners in 39 countries distribute profits by a formula, regardless of individual contributions "the strength of us is that we have no star concept."

*"I realized that people who didn't make placements but did other things, like trying to get a new client or running the Harvard alumni association of Germany, were worth as much as the one who happens to be lucky enough in placing someone. I don't want stars – I want everyone to help everyone else be a star."* –Egon Zehnder

Result: It is 60% more productive than the industry average for top firms.

## **Building Capacity**

In 1995 the Lincoln Continental had to be radically redesigned. So bosses learned how to be facilitators and coaches – their role went from just controlling and telling, to include listening, shared decision-making, providing resources and stewardship. Workers were trained and facilitated in collaborative learning as it applied to real situations.

The result? They got 700 changes in specifications 18 months before production, saving \$60M in retooling costs out of a budget of \$90M, and finished ahead of schedule by a month although they started 4 months late.

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[www.FromInsightToAction.com](http://www.FromInsightToAction.com)  
by Dennis Cherenko, Threshold Facilitation [www.thresholdfacilitation.com](http://www.thresholdfacilitation.com)