

Organizational Growth in Construction Supply

Establishing Effective Communication and Cultural Unity



The Challenge: Change and Uncertainty Amidst Business Growth

Between 2015 to 2020, a prominent player in the construction supply industry was in the midst of a significant period of transition and growth. As the company grew in business and organizational size, major changes in leadership and company structure also took place.

The changes which occurred in the organization during this time included:

- The emergence of new leaders at the highest operational level
- The hiring of new middle-level managers to supervise the various business functions
- The redefinition of roles and restructuring of the organization as a whole

There was a need for the growing organization to define, for themselves, who they were and what they stood for—together.

The confluence of these shifts triggered a sense of uncertainty and fear in a significant portion of its workforce. They also highlighted the challenges posed by having diverse individual backgrounds come together within a corporate culture which was still in its development stages. There was a need for the growing organization to define, for themselves, who they were and what they stood for—together.

The Beginning of the Growth Journey: Grounding on a Common Language and Culture

To successfully lead the organization through this critical time, their leaders partnered with FranklinCovey Philippines to help them address two high-priority objectives:

- Strengthen fundamental interpersonal skills among their managers and teams
- Establish effective organizational communication grounded on a shared, common language

Open conversations between their leaders and FranklinCovey Philippines identified the need for an organization-wide solution. They determined that while the level of competency at the functional, hard-skills level was robust and well-supported, a strong interpersonal skills development solution was necessary to anchor this technical strength.

Their growth journey began when a small batch of eight managers attended a public workshop of *The 7 Habits of Highly Effective People*. This was their first step in creating a shared language and culture among organizational leaders, as well as moving from a group of highly-competent individuals to a unified, collaborative, and synergistic team. This was followed by further investments in additional and larger exclusive *7 Habits* workshops. Their investments helped ground their leadership, from middle managers to their most senior leaders, on a set of common principles and a shared language and culture.

To ensure the stickiness and practice of their learning, their leaders and Learning and Development team instituted a framework of post-workshop practices:

1. Each learner-manager identified their learning highlights and, more importantly, co-designed an individualized plan for real-life application and practice of these highlights in their roles.
2. Furthermore, every learner-manager shared key learning points with their teams, in order to spread the cultural roots across the organization. This fueled a systemic learning and practice of *The 7 Habits of Highly Effective People*, with every team applying the principles as most relevant to their roles and job scopes.
3. They began, and continue, to practice reconnect sessions, where learners share highlights, challenges, and best practices of their leaning and application journeys with one another regularly.

The Breakthrough: Open Communication and Collaboration to Drive Effectiveness

Through these investments in the development of their managers and people, the organization made major breakthroughs in their growth journey. Where uncertainty and fear were once prevailing forces, they succeeded in shifting the tide and recruiting their managers and people to be moving forces behind the shifts in the organization, changing things together, rather than in opposition.

With a shared culture and language, coordination, cooperation, and collaborative work are now integral to their work processes. Communication lines are more open and transparent. Work is done faster and more effectively.

Even when disagreements arise, the increased collective awareness to the underlying paradigms and their impact on individual behavior has allowed for constructive dialogue where the understanding is that it is all right to disagree within the context of a respectful conversation. Disagreements and challenges are welcomed and are now approached with the curiosity of, "what paradigm is this coming from?" And this is often followed by the invitation, "which Habit can we work with here?" This culture has broken down the rigidity and fear which were once present and brought people together in a significantly more unified understanding of what the organization stands for and how they move as one.

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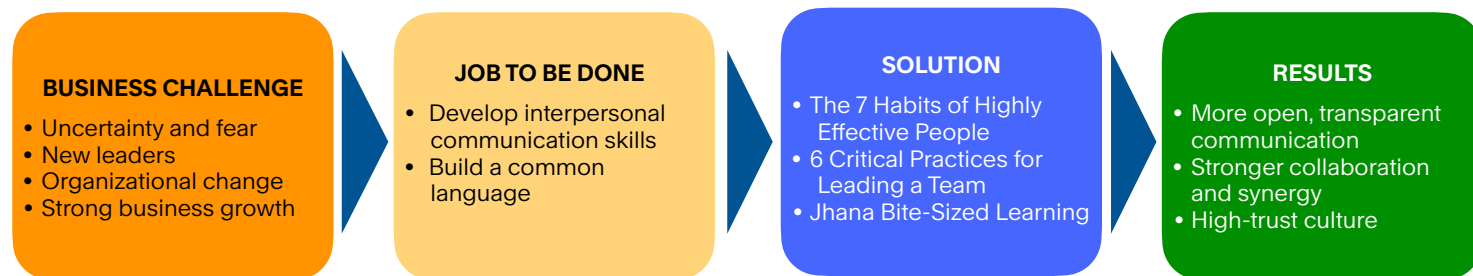
The Path Forward: Sustained Investment and Shared Growth

Spurred by the impact and success of their initial investments in *The 7 Habits of Highly Effective People*, the organization has since continued to invest further, building on the foundation of the *7 Habits*, growing into additional courses, including *The 6 Critical Practices for Leading a Team*.

From an initial engagement involving eight managers attending a public workshop, the organization has most recently invested further in their people by subscribing to the All Access Pass, investing in over 100 passes to support the growth of people in various functions and levels, from managers, to supervisors, to select team leaders and staff. This has enabled a multi-dimensional enhancement of the individuals' and the organization's growth journey through:

- Significant expansion in the reach and inclusiveness of the program
- Availability of additional learning, with access to a wide range of world-class courses and supporting resources which can be pieced together and customized to meet various learning needs
- Accessibility of an enhanced cadence of learning which allows for a combination of pre-learning preparation, bite-sized content learning, live and on-demand real-world application, and manager and peer reconnects

Since the beginning of this journey, the organization has grown in business size and organizational headcount, to over three times its previous size in personnel. They have also grown culturally—as one—anchoring on a common set of principles and a common language to form a unified, shared culture. This has established a strong sense of oneness and identity as an organization comprised of highly-competent individuals who work collaboratively and synergistically together. And they now move forward together to even greater heights, building on the strong foundation they have established and co-created together.



Case Overview

Industry: Construction Supply

Challenge and Opportunity

A leading player in the construction supply industry was in the midst of an important period of growth and transition. New leaders were taking up roles at the most senior levels, and new blood was joining middle management. Uncertainty and tensions were rising among employees. They identified the need to calm the fears of employees and establish a strong, unified culture with a common language. This would enable effective communication and collaboration and strengthen trust across organizational levels and functions.

Solution

- *FranklinCovey All Access Pass*
- *The 7 Habits of Highly Effective People*
- *The 6 Critical Practices for Leading a Team*
- *Jhana: Bite-Sized Learning for Individuals and Managers*
- Real-world practice and application plans
- Team Reconnect Sessions