

Asia Pacific: Global Service Provider

THE CHALLENGE

A large multi-national service provider encountered a significant challenge when their largest client in Asia Pacific experienced a serious problem that significantly affected thousands of their customers. There was little doubt from the client's perspective that the issue was largely the responsibility of the Service Provider.

The client organisation gave notice of their intention to cease the multi-million dollar contract within 6 months unless 5 key criteria of service excellence were achieved by the supplier.

Of the service provider's 850 employees dedicated to the client, the majority were in client support roles. Following the investigation of the problem, it was realised that a large part of the issue was the quality of the relationships between the client and the service provider – a systemic issue. Meeting the key criteria was only going to be achieved if there was a culture transformation on the part of the service provider, including a shift in employee's attitude and also a significant improvement in the capability of the collective leadership to engage team members in the turnaround.

THE APPROACH

Not long after the major issue occurred the service provider engaged the services of Leadership Circle Asia Pacific. A customised

and integrated organisational transition strategy was designed and delivered for the service provider. The first 12 months included Senior Leadership Team Development workshops and 1 to 1 Executive Coaching for the top 25 leaders within the service provider organisation.

An integral part of this design was the Collective Leadership Assessment (CLA), the Promise of Leadership (POL) and the Leadership Circle Profile 360 (LCP). The two were used in tandem along with other key culture transformation initiatives including Vision Journey Mapping, ongoing Pulse Surveys, Leaders to Leader cohort sessions for senior leadership development and culture change workshops that were attended by almost 800 employees.

THE OUTCOME

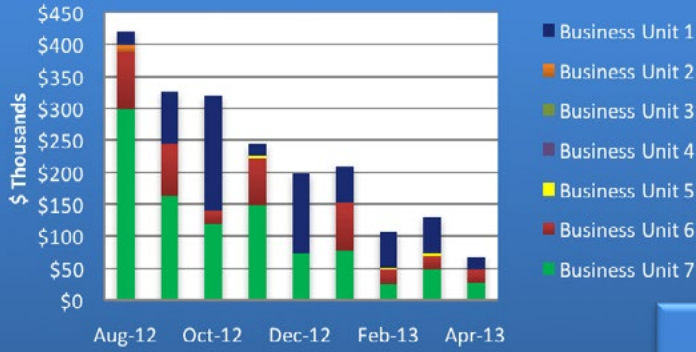
The outcome was astonishing – most of all to the client. The service provider's culture changed so positively that the client postponed the cessation of the contract after only 3 months from start of the culture change program. Within 6-7 months the client began resigning old contracts and entered into new contracts – both worth over \$300 million. As evidence of the significant shift in the client-service provider relationship, the CEOs and Board Members of both organisations agreed to meet half yearly to discuss how the two organisations could work more closely together for the medium and longer terms.

What changed in the context of the service provider's organisation dynamics?

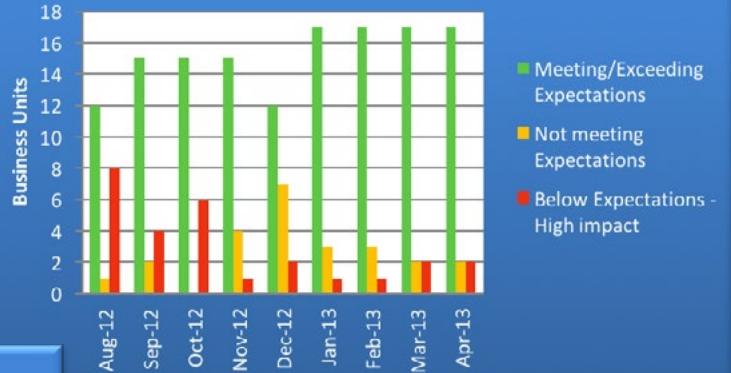
- The Leadership Circle Collective Leadership Assessment (CLA) allowed the leadership team to realise that the problematic relational and cultural dynamics that the client was experiencing were alive and well within their own collective leadership team. The leadership team was a fractal of the whole culture.
- Through that awareness the leadership team aligned to work together in order to consciously change from within and then to lead the whole business to a new level of capability.
- Through the support of 1 to 1 Executive and Senior Leadership coaching using the Leadership Circle Profile 360 (LCP), Leader to Leader sessions and Pulse Surveys the leadership team were able to agree and align to a powerful vision and client focussed strategy. With this shared purpose and clear future direction the Executive and Leadership Team, along with the top 50 Leaders and appointed Change Champions began the process of engaging all individuals and teams in dialogue to agree what it would take to achieve the vision.
- The top 50 leaders and Change Champions were invited to Culture Change training sessions so that each could become aware of their operating behaviours and values. Within a short period of time, most developed the capacity to choose behaviours that were aligned with the vision and resulted in higher quality engagement with peers, direct reports and the client.
- Those leaders who found it difficult to adjust, or who were reluctant to engage with the culture change initiative, were shifted to another part of the service provider's business and some chose to leave the organisation.
- Culture Change Champions from within the business began to hold forums and discussions about how to accelerate the change.
- The leadership and culture transformation journey began to show results within the first 3 months of the program commencement. Within 6-7 months the CEO and Board Members of the Client organisation publically recognised the significant turnaround in both results and relationships. Since that time relations have gone from strength to strength to the extent that the client continues to ask for a closer relationship with the service provider at the highest levels in both organisations. This was unheard of before and shortly after the major problem that became the catalyst for the leadership and culture change initiative.

*At the request of the service provider and their client we have agreed to maintain the anonymity of both organisations.

Service Level Agreement Penalties



Internal Services Excellence Survey



Business Development Pipeline



External Client Survey

