

CASE STUDY

Organisation Change European Food Medtech Multinational (Irish subsidiary)

Scale & Complexity

65 staff, 1 location

Problem Statement

The R&D organisation had grown significantly in recent years, adding significant capability to its R&D facility in Ireland. The site was suffering a challenged engagement climate and two previous engagement surveys had resulted in consistent messages of frustration and dissatisfaction from staff. In addition, there has been increased attrition amongst younger millennial staff.

Organisation Diagnostic Approach

We conducted a Psycho-social diagnostic focused on the nature of engagement and interpersonal relationships within the business unit. Through this engagement we developed our perspectives on culture and engagement for discussion with the organisation. We focused on culture and on those elements of the Operating System that were readily accessible / observable in a non-invasive diagnostic.



Outcomes:

While there had been significant progress made on fixing elements of the environment and resolving some technical issues relating to terms and conditions of employment, little investment had been made in leadership capability to curate the engagement and employment relationship. We proposed a series of coaching interventions for select members of the leadership team. In parallel, we proposed an Emerging Talent Action Learning programme to focus on the type of adaptive challenges that engagement poses for an organisation.

We were subsequently retained to provide both the coaching to the leadership team and to facilitate the Action Learning programme for Emerging Talent.