

IMPROVING INTERNAL CUSTOMER RELATIONSHIPS

Worldwide Apparel Retailer

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NEED

Our client determined that its managers needed to be more committed and forthright in improving internal customer relationships. Leaders wanted to change the management culture to be more collaborative but also to sustain high performance; i.e., to be “tough on results, but responsive to people.”

OUR SOLUTION

Psychological Associates® (PA) interviewed top management and key executives to provide a profile of the kinds of behaviors needed to further a more collaborative culture. These behavioral factors became the basis for choosing appropriate pre- and post-development assessment tools, and for custom-designing leadership and management workshops that would emphasize working together more collaboratively and productively.

We began with a small pilot program in one area of the country. As the program was validated and fine-tuned, it was rolled out to ultimately include all managers from the top down to director level, totaling over 1,000 people.

Case content for the workshops was customized to emphasize corporate issues, but the heart was the real-life cases. Managers targeted difficult interactions they were facing at work and practiced these cases in teams, using the core collaborative skills and tools that are the foundation of PA's workshops. They also took part in candid feedback sessions from team members regarding their management style and behavior. Eventually, we certified two corporate trainers who continue to deliver the program in Europe, Australia, and Asia.

RESULTS

Eighty percent of managers completed their real-life cases successfully, effectively improving the targeted interaction with an internal customer. Our post 360° feedback assessments showed that most managers met or exceeded a high-level norm for collaborative behavior. This program is now imbedded in the corporation, which has become a more collaborative culture, thanks in part to the commitment of top management emphasizing its importance. The company now shares a common language around collaboration, which is reinforced through activities such as post-workshop assessments and follow-up on conducting the real-life cases practiced in the workshop.

