

# CHANGING A CORPORATE CULTURE TO INCREASE BUSINESS RESULTS

Credit First National Association (CFNA) — The consumer credit division of Bridgestone/Firestone

Copyright © Psychological Associates® 2011

## NEED

To reinvigorate this sluggish credit division of Bridgestone/Firestone, the company was determined to leverage its strong consumer loyalty by implementing a fresh, energetic business strategy. However, to do this, CFNA needed to develop a top management team that would have superior collaborative and communication skills. These would enable CFNA to establish a more collaborative culture, a key component its leaders felt was needed to achieve success.

***“I could see how beneficial their ideas could be. These were all things we needed to build on to accomplish our goals.”***

## OUR SOLUTION

In 2005, Psychological Associates® (PA) teamed up with CFNA’s business-strategy and coaching partners to develop a company-wide people skills program as a key part of its turnaround. First, we worked with a core group of 50 executives to provide a comprehensive executive assessment process with extensive feedback. Then, we conducted leadership development workshops to furnish a core of learning and a common language on which to build a new, more collaborative culture. All executives participated in our LEADERSHIP THROUGH PEOPLE SKILLS® workshop, which emphasizes participants’ use of actual work situations they need to address. This interactive approach brought skill development right into the workplace. We also conducted team-building sessions with senior leaders and custom-designed a problem-solving/decision-making process for the senior team called DETERMINATION. As needed, PA has also conducted sessions in executive coaching, consulting, and mentoring.

***“The skills PA concentrates on enable an organization to manage the emotions associated with coming to a quality resolution. It’s a way of finding that third solution that’s richer than either yours or mine.”***

***“In just a few years, we have gone from an atmosphere of cold indifference to a more interested, in-depth understanding of other people’s needs.”***

***AI Policy,  
CEO Bridgestone/Firestone, CFNA***

## RESULTS

According to CFNA’s CEO, a transformation is occurring that is helping CFNA reach its business goals. Within the last few years, there has been less siloing at CFNA. The four divisions communicate more effectively. Leaders are better able to tackle difficult problems and resolve them. Better collaboration and more effective issue-resolution have translated into higher productivity. Today, PA continues to consult with CFNA, customizing our resources as needed to promote better communication and collaboration.

