



GROWTH WORKS CASE STUDY

CULTURE TRANSFORMATION

ABOUT THE CLIENT

- Industry: Media
- Size: \$2.7B
- Location: Operates across the U.S.

CHALLENGE

- Employee engagement issues stemming from lack of trust, resulting in performance degradation command-and-control leadership and communication styles eroding morale
- Ineffective leadership strategies and behaviors, resulting in command and control style and high turnover
- Lack of effective communication and information flow resulting in high levels of frustration, disconnects, and inefficiencies across the business
- Sales performance in core business growing stagnant in increasingly competitive industry
- Difficulty recruiting and retaining top talent across all markets
- Inconsistent brand and unclear vision across organization

READY TO ACHIEVE HIGH PERFORMANCE?

Work one-on-one with a SHIFT expert to discover strategies, techniques, and tools to drive high performance in your organization.

Schedule a 30-minute SHIFT exploration session.

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SOLUTIONS

#1 Organizational Study: Discovery & Awareness

- Perform survey upon leaders across all 80 markets, and all employees in 21 of the markets
- Explore effectiveness of organization's current overall culture, talent, and strategy
- Produce blueprint and a roadmap that highlight critical areas and items for improvement

#2 Implementation: Co-creation & Participation

- Created 11 cross-functional work groups (3 corporate, 8 across all markets) to address most prominent issues that negatively impact organization's engagement and performance
- Established work groups to address creating new company vision and values, onboarding, compensation realignment, employee recruiting, retention strategies, employee recognition and awards programs, and internal communication effectiveness

IMPACT

- Increased hiring precision, resulting in a projected annual savings of more than \$400,000
- Created new company vision and values, which established the foundation for organization clarity and alignment
- Established higher levels of engagement in leaders across all markets
- Increased positive feedback on Glassdoor reviews including a 46% improvement in CEO approval and 11% increase in positive outlook for the future
- Improved communication amongst various departments in the corporate structure
- Improved communication between corporate, team members, and leaders in markets
- Time to competency compressed by 25% for newly hired Marketing Consultants