Case History — Growing Edge Partners

EMPLOYEE-OWNED COMPANY IN ASIA

The Challenge

A large multi-national company decided to sell off a Pakistani fertilizer manufacturer and distributor. Local management moved quickly to purchase the company, making it the first employee-owned company in Pakistan's history. The CEO sought our help to quickly build the commitment of managers, supervisors and individual contributors to the new company. He also charged us to help instill greater pride, creativity and operating efficiency in the company.

Our Response

After consultation with the executive team and others, we developed a leadership seminar designed to meet the CEO's goals:

- Develop commitment and passion for the company's new mission, for its employee ownership and for its pioneering role
- Empower all professional staff to be more creative and effective cross-functional leaders in the new company.
- Build an understanding of the new company's key strategies, objectives and plans and of how each participant could make a major contribution

In order to ensure internal ownership of the skills and process, we trained line managers to co-lead the seminars with our consulting staff. The CEO and his senior staff were also coached to play key roles in each seminar. Over a period of three years, the seminar was delivered to all 250 of the company's managers and supervisors.

Results

We conducted three six-day seminars each year for three consecutive years. Senior management was unanimous in agreeing upon their strategic importance to the new company. The seminars were credited with developing improved levels of commitment, leadership skills and cross-functional relationships, as well as with strengthening the new company's identity.

Senior management saw the seminars' strategic importance in helping the company to quickly see the new big picture and hit its operating and growth targets. Participants experienced the seminars as a major aid in building a common identity among employees from remote production, distribution, service and sales units around the country. Because we trained internal staff to co-facilitate, the seminars continued after a State Department travel ban preventing us from being present.

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