

Case Study: Adopting a New Culture - Snyder's Lance Inc.

Company: Snyder's Lance Inc.

Focus: Shifting From a Traditional Top-Down Culture to a Servant Leadership Culture

The Challenge

Snyder's Lance Inc., a manufacturer of snack foods, went through a major organizational change under the leadership of a new CEO, transitioning from a more traditional, top-down culture to a Servant Leadership culture. A 180 degree value-based change proved difficult as the management team had been in place under the old structure for decades. Some managers bluntly refused to change. The company's Director of Manufacturing felt it was important all managers were on board: *"We have included everyone in this process, but not all line managers have adopted the new culture. We really want to see them make a smooth transition. Most of them have worked with us for over 20 years and we'd really hate to see them go."*

The goal was for direct reports and indirect internal clients of specific managers to notice consistent changes in managers' behavior to include attentive listening, caring, and improved results through the development of people. The process was confidential and employees were not aware that KCI was working with key managers. Specific data driven goals were set regarding productivity, safety, and sick days.

The Solution

KCI's Solution Assessment™ identified the required Key Strategies (highly effective emotional and cognitive response patterns) that would lead to the desired results for this level of management. A certified consultant worked with the Director of Manufacturing to guide his managers through the Extraordinary Mentoring™ process.

The Results

Our client was able to see a dramatic improvement in a few weeks time (the entire process was completed in 15 weeks). A key manager not aware of the engagement inquired as to what led to such a noticeable change in the working environment. All data measured goals were met or exceeded.

"We are so impressed with this transformation, its wide impact and sustainability. This is particularly exciting because of the short time it took us to engage our people to use it. I have never understood what is at the heart of organizational change as I understand it now. This process not only allowed us to achieve the transformation we were looking to establish, it built our capacity to continually change and adapt throughout the organization."