

## Case Study: Building Common Culture Expectations

**Company: Freescale (Semiconductor Industry)**

**Focus: Cultural Differences Around Conflict, Assertiveness and Initiative**

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### The Challenge

Charles is a senior manager with 20 years experience. In his current U.S. based executive position, he has managed teams in the company's Asian facility for three years. Charles found that most of his team leaders are easy to work with despite the distance and the cultural differences. However, he had one key Team Leader who wanted to be promoted, but was perceived to lack the innovative, creative thinking needed for an advanced position. In addition, the performance of this person's team was considered "anemic".

*"For me managing is a great way to constantly learn and improve. I try to create the same environment for my team leaders and I find that most of them are really great about developing their people. Ardi confuses me. He is one of those team leaders that are really invested in developing and in the three years I've known him he has always been motivated to grow and improve, but he is lacking certain important leadership skills. He does not take initiative and will often agree with me just not to stir things up. Without a more proactive, independent approach I just don't see him advancing into a more senior leadership role."*

### The Solution

A certified KCI consultant completed the Key Change Solution Assessment™, which included an in-depth interview. It was clear that cultural differences were part of the issue, and that Ardi needed to differentiate between staying true to his culture and exhibiting the behaviors required in the workplace. The KCI process identified a single Key Strategy (highly effective emotional and cognitive response pattern) that once acquired using the Five Stage Acquisition system, would allow Ardi to meet the expectations required for advancement.

### The Results

The change in Ardi, and the improvement in his team's performance, was swift and dramatic, and noticed by management and co-workers in both the U.S. and Asia. Ardi's direct reports became a unique, top performing team capable of strategic, innovative thinking.

*"It is truly remarkable to see this change in such a short time. I'm mostly impressed with the power of stories and case studies and how the learning was experience-based. I feel like I have been telling Ardi the same things over and over again, and though he wanted to improve, the gap was just too big. This process is amazing. We could bridge the cultural difference. It allowed me to be clear about my expectations in ways words couldn't convey. The transformation in Ardi is impressive. I don't know of any other process that would make the shift from respecting authority to directly expressing individual opinions so seamless. It is particularly difficult because of the cultural differences. "*