

## Case Study: Achieving Full Management Buy-In for Strategic Initiative

**Company: Transportation Industry**

**Focus: Overcoming Resistance and Organizational Politics to Implement Strategic Initiative**

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### The Challenge

A large transportation corporation was implementing the recommendations of a structural process change. A Lean report (done independently of KCI) identified that the functional structure of the organization did not match the political structure. In addition, the organization was focused on managing processes instead of managing outcomes. Because they lacked communication feedback loops they relied on a centric, top down control structure. While the recommendations were very clear, getting the entire management team to embrace and execute the report's recommendations didn't seem feasible. *"Some executives will tell you they are fine with moving forward and then do everything to sabotage progress. Some keep arguing, bringing up every claim possible for why the recommendations won't work, while others will bluntly disagree and walk out of meetings."*

### The Solution

A certified KCI consultant completed an in-depth diagnostic, which included interviews and the Key Change Solution Assessment™. This process identified the Key Strategies (highly effective emotional and cognitive response patterns) that the Management Team needed to achieve the desired results as defined by the Lean process. Specifically, we guided them to acquire the ability to be open to change in general, and to execute and excel at systematic operations.

Specific criteria were set around eliminating inefficient decision making that stemmed from politics or power struggles instead of the best interest of the business.

### The Results

Executives and their teams acquired Key Strategies that eliminated their resistance to change. In addition, we focused on the specific strategies required for systemic operations. Cooperation with the recommendations was established **after minor changes** and all executives but one have implemented the recommendations into practice.

*"The results and especially moving past resistance so elegantly and easily were incredible. If it wasn't for overcoming resistance and internal politics in this way the change initiative would have failed just like it did in the past. That wasn't the case here. It is truly remarkable...once people have the ability to get what they want effectively, they stop investing in dysfunctional habits. It makes everything seem so easy except it is one of the most difficult things to do."*