



BRIDGESTONE CASE STUDY

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We had to act...to make a team transformation that would change behavior for the long term. The Collective was our needed catalysts to totally disrupt our culture. And not in a way where they changed us;

instead, they equipped us to change ourselves.

Tim, Former CIO

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MARKET CAP
\$ 30 BILLION
REVENUE (ANNUALLY)
32 BILLION



EMPLOYEES
472



BRIDGESTONE



OVERHEAD SPEND
\$220,000,000

EMPLOYEE
OPINION SURVEY
32% INCREASE
From 2015 - 2018

IT DIVISIONS

- Enterprise Architecture
- Cybersecurity
- Office of the OCIO
- Operations
- International
- Finance



CULTURE CHANGE

The IT division of *Bridgestone* serves all the organization across America and is an integral part of organizations success. The IT division is led by a 10-person executive team that in turn leads an IT organization of 70 leaders and 330 teammates.

For several years, the Leadership team witnessed the team becoming more stretched over growing business demands. While much progress was made in quality of leadership, there was still room for growth. Team members felt overworked and performance was strained.

The CIO and the Talent Consultant engaged The Collective to get the Leadership team thinking and behaving differently. The organization needed a unified team of leaders, not managers operating independently. It needed a culture shift. On site and on mission.

The Collective's Brad Stinson and his team worked with CIO and the Leadership team to construct a flexible, highly relational approach to shifting IT's culture and leadership.

The most impactful aspect of their interaction with the Leadership team was in-person relationship building, team development, and unity created with all parts of the team.

Their hands-on, simple process centered on instilling an honest and real approach to focusing on authenticity, vulnerability, and identity.

The IT organization has experienced multiple benefits from the new approach. The leaders are living the Mission and Vision. Priorities are clear. Communication is consistent and unified. Relationships are stronger. A greater awareness of work-life balance is evident. New leaders are emerging. A new energy of innovation and strategy has arrived. Teammates are happy to be at work and proud to be on this team.

It was an exciting journey and other enhancements and improvements happened during the engagement. This document summarizes the impact we had together.

WE WANT TO IMPROVE, BUT...

The Leadership team was constrained by self-made boundaries. The team knew it had to change, but hurdles stood in the way.

Stress	Coaches Needed	Learning Not Impactful
Failure to consistently act as a unified Leadership team with clear priorities elevated stress levels. Cross-functional communications were inconsistent, and repercussions were feared.	The team could not meet business objectives with a "Player-Coach" mentality. The Leadership team realized they could no longer operate as "managers". Only Coaches, or leaders, could advance them forward.	Prior attempts at training the Leadership team only saw small shifts in behavior without getting to the heart. What was required was a culture transformation; a new approach.



TRANSFORMATION

Too many times we see teams try to solve issues or problems in their organization only to have them come back time and time again. The Collective found the reason these issues & problems return is due to the order the leaders and teams try to fix them. The Collective provides a specific order for leaders and teams to remove these persistent issues and problems in all organizations. The process is outlined below.

Authentic sharing and understanding set the foundation for credibility and mutual trust. Everyone had the opportunity to reveal personal goals, aspirations, and concerns.

Leadership worked through pressing issues before becoming empowered. The Collective encouraged a natural evolution of team cohesion through vulnerable dialogue and relationship building.

Pursuing leadership, the team needed to know what to do, when to do it, and how to do it. The Collective guided; individuals made their own decisions.

This final phase culminates the journey in a powerful demonstration of unified excellence to a new level. It is the exclamation point of a changed culture that celebrates shared benefit to all and influence to all parts.

OBSERVATION →	HEART	+	ACTIONS	=	TRANSFORMATION
<p>Observe. Listen. Really listen. A structured 8-week journey to capture both team and individual real “stories”.</p> <ul style="list-style-type: none"> - 50 Interviews - 2,000 Interview questions - 180 Hours of observation - 15 Leadership meetings - 15 Team meetings - 10 One-on-Ones - 4 Town Halls 	<p>The most volatile segment of the journey. Team and individual dynamics ran the full spectrum from negative to positive. From superficial to meaningful. From baggage-laden to freedom of expression. From disengaged to emotional.</p> <p>Retreats, staff meetings, 1:1s, and small group discussions provided the platform for significant progress toward “places they wanted [needed] to go”.</p>		<p>The critical stage in the journey where small culture shifts proved the process worked. Confidence grew to embrace genuine dialogue and open sharing.</p> <p>The Collective provided frameworks and outlines to build on this surge of team unity. Accountability was introduced and encouraged as team members began to live out the mission and vision. In short, the leaders became empowered... and their teams wanted it.</p>		<p>Embedded “living out the mission and vision” into the company culture. These principles cascaded in the IT division and leaders began to go on their own journey with their teams. The leaders and teams actions began to influence other parts of the organization. Other divisions started inquiring on how to shift their culture to be more like IT.</p> <p>The leaders in IT began to help other parts of the organization and identify the desired leadership behaviors that produce transformational leaders and teams throughout the entire organization.</p>



CULTURE CHANGE

BE THE BUFFALO



It is said on the plains of Montana that cows & buffalos react differently when they see a storm in the distance. Cows see the storm & run from it. Buffalos see the storm and proceed directly toward it, because they know if they face it head on, they will get through the storm faster.

The Collective introduced the metaphor to the Leadership team to spur willing and healthy confrontation. Quickly adopted, the phrase “be the buffalo” is now a rallying cry of the team when crucial conversations or important decisions are imminent.

They understand true leaders embrace challenges and often take the rough road ahead. Why? Because that alternative typically leads to an optimal outcome.

OUTCOMES

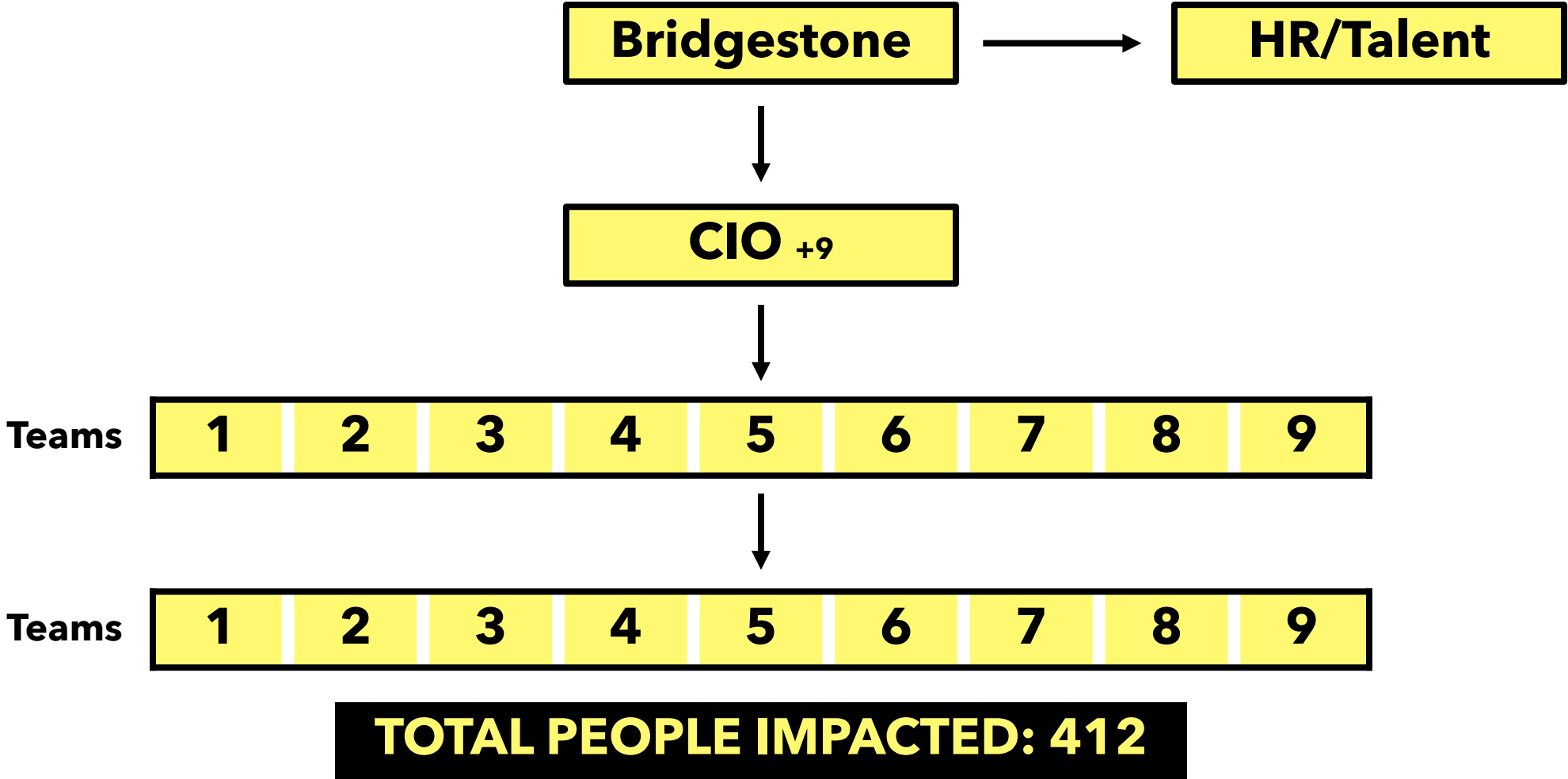
The leader who engaged The Collective must be noted in this summary because the outcomes would have been a lot harder without the leader championing, supporting, and trusting the process with The Collective.

The Collective’s collaboration with the leadership team and the other teams involved in the journey produced positive results in the following ways:

- **Created Mission and Vision:** This process helped focus the team and align priorities. The lower level teams also created their own Mission and Vision.
- **Productive meetings:** Team gatherings are more selective, purposeful and constructive. More time to execute on their specific roles and responsibilities.
- **Enhanced collaboration:** The leaders are connecting with each other; 1-on-1 interaction is much more intentional and meaningful.
- **Enjoyable workplace:** The team is learning to have fun, to be real and to enjoy leading their teams. The Leadership team is showing they care through their meaningful and intentional action. The teammates smile and laugh a lot more!
- **Mutual inspiration:** Shared communications throughout the organization is inspiring all levels to support each other. Innovation ideas and forums have launched.
- **Increased candor:** Team members have learned to interact genuinely and more actively in team meetings, leading to enhanced unity.
- **Failure is OK:** Missing the mark is considered a learning opportunity and not duly punished. We embrace the opportunity to learn.
- **Influence is being noticed:** Not only are enhancements being made within the Leadership team, other leaders in the organization are noticing something is different. The opportunity is significant for positive change cross-functionally inside other teams. Also, we have even heard other parts of the organization being influenced by our teammate's actions & behaviors.
- **Resiliency:** The leaders have been through the process and experienced tough conversations, but they now know how to have these tough conversations and the positives of what it looks like on the other side of tough topics.

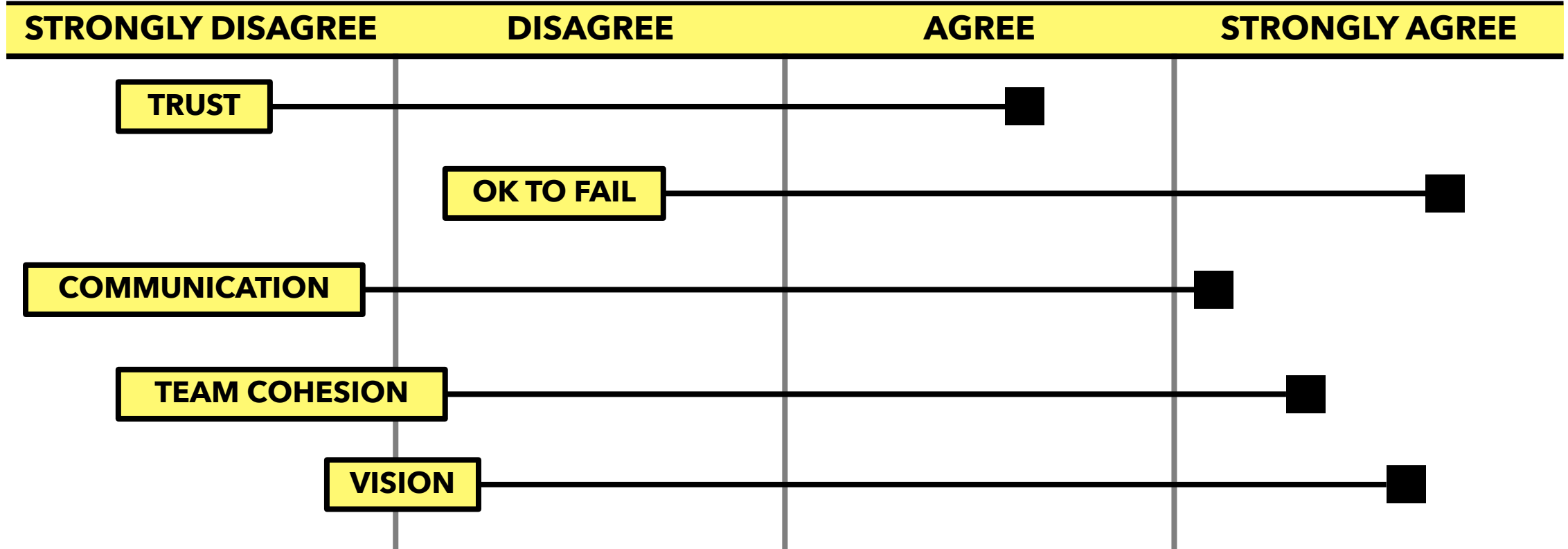


HOW THE ENGAGEMENT WORKED



SIGNIFICANT MIND & HEART SHIFTS

During our engagement we worked with 19 teams and had incredible shifts in mindset and heart from the beginning of our engagement to the end. At the beginning of the engagement, we presented each team with a survey that they created based on topics they wanted to ask each other ranging across many topics so that a baseline was established. Then, at the end of the engagement we had each team take the same survey again and the results were compared. Below are a few of those significant shifts that took place over a 6-month period.



“MOST IMPACTFUL THING ALL YEAR”

During a year-end meeting the entire leadership team was gathered; 80 leaders all in a room.

Without prior prompting, the leaders were all asked to individually type into a form what they thought was the “most impactful thing” that they had participated in that year.

It is important to point out that they didn’t vote from a predetermined list. They were asked to make their decision off the top of their head. This is a team that had over 100 projects they had worked on during the year and major accomplishments and advancements in the IT space for this Fortune 500 company.

The results were displayed in front of the entire team for everyone to see. The consensus #1 of the most impactful thing we did that year was the journey they were on with The Collective.

Here’s the crazy part. Each leader spent, on average, 1-hour a week with The Collective. That’s it. These teammates work 50+ hours a week and we only asked for <2% of their time. In that 1-hour a week, we were able to grab the heart and mind of all the leaders in the IT organization.



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We've recently had a 3rd party IT strategy consultant join our team and give us feedback. He shared that in his 25 years of consulting, with hundreds of companies, he's never seen an IT organization with so much competence at every level. He was thoroughly impressed with the quality of talent and believed IT could be a case study in talent and culture development.

I know that this is a direct testament to all of the work The Collective has done with us over the course of our engagement to raise the bar and set us on a new path...thank you for everything you've done to set us up for the next phase of our journey!

Jason, Executive Director, IT Ops

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