

Case Story: “Culture Change and Leadership Skills at Konica East”

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Context

Konica Photofinishing East, headquartered in South Portland, served individuals and businesses throughout the Northeast and Midwest, including large pharmacy chains such as CVS and Rite Aid. provided photofinishing services to individuals and businesses throughout the northeast and Midwest. Service demands justified the startup of two new facilities in each of two states, Virginia and Indiana.

Challenge

The newly appointed President (also the first female executive at that level in the Konica system) wanted to take a fresh look at the organization’s Mission, Vision, and Culture. She also wanted to build more engaged, facilitative leadership skills in all managers and teams.

The design and startup of the new facilities provided an opportunity to introduce team-based, multi-skilled cultures in those operations.

What We Did

The Delphi Group consulted to the corporate top management team, as well as each of the six locations. Work involved re-creation of a corporate Mission focused on continuous improvement and the development of high-performance teams, strategic change planning and implementation at each location and the training of all managers and team leaders. Managers were trained in team building, communications, alignment of goals and practices, and in building relationships across organizational boundaries.

The training design included three-day sessions with participants from multiple locations, which provided the opportunity for different perspectives and experiences and consistency in skill building across different locations. Key executives, such as Finance, IT, HR, Sales and the President, participated in each session, sharing their strategies and reinforcing the importance of this training.

Mission Teams were established at each location to assist in implementation of Mission-supportive initiatives. Intentional development of leadership teams at headquarters and each location continued as an ongoing process. Train-the-trainer sessions improved training of hourly technicians. New facilities incorporated hourly technician teams as an important part of the design.

The entire change process, training and new facility startups spanned a four year period.

Outcomes

- Coordinated efforts focused on the revised Mission and a new marketing and sales strategy enabled the accomplishment of market dominance. Sales revenues increased by 20-30% over four years.
- Two new facilities were started up on schedule, within costs and with team-based organization design.
- The internal culture became noticeably more collaborative and employee-engaged and the practice of facilitative leadership became the new norm.
- Mission teams at each location were so successful that they became an ongoing part of each location’s ongoing design, with different managers and technicians rotating through assignments on this team. This further reinforced new skills and practices. Mission teams met bi-weekly to monitor how current practices were supporting the Mission, review goals metrics, and problem-solve current challenges.