

Case Study: IRi Global

How a technology firm created a high performing culture



IRi is one of the original innovators in big data and integrates the world's most extensive set of otherwise disconnected data to help CPG, retail, over-the-counter health care, and media companies grow their businesses.

IRi Liquid Data®, a technologically-advanced, cloud-based visualization platform, combines data with predictive analytics to uncover new consumer insights and integrate them.

By analyzing the profitability of assortment, pricing and promotions, tailoring media strategies to likely brand purchasers, or guiding through market planning of a new product, IRi ensures that the business can leverage data better to help them grow.

Challenge

A satellite office consisting predominantly of Sales and Account Management staff was experiencing low morale. Senior leadership described their culture as one that was "close knit" yet based on protection and silos rather than depth of connection". Employees were having difficulty finding a sense of purpose. Considering themselves as secondary to Head Office created an 'us vs them' mentality and at times lead to blame and lack of ownership. Staff tended to focus on their own individual contributions rather than on collaboration and group outcomes.

Solution

We needed to provide a solution that would facilitate a mindset shift to feeling valued as an important part of the business, whilst also driving a 'can do' mentality for initiating and taking ownership of opportunities. We met with the whole office along with the Head of People and Culture to present an individual personal development solution, offered as an 'opt in' and run as a group process to drive employee engagement, collective collaboration, and an overall increase in individual performance.

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Impact

Not only did this lead to sustainable change at both an individual and collective level, they were able to tangibly measure the impact.

Implementation (System Performance)

100%

of participants reported a positive shift in their working relationships

73%

of participants completed the program (eventhough it was offered on an opt-in basis).

50% of dropout rate was due to extended leave

68%

of participants motivated to continue applying the learning after course completion as a high priority

Post Implementation (Business Impact)

>20%

Reduction in employee attrition in the year following the MindNavigator® implementation.

Double Digit Growth:

Aggressive growth targets achieved by end Q3, in spite of tough market conditions.

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Testimonials

“Some of our participants got more out of one learning experience in MindNavigator® than several courses we had sent them on previously. The behaviour that we’ve seen as a result of rolling out Mindnavigator has been similar to that of what we would see if we’d invested on a one-on-one coaching program for individuals”

- Anna Wenggren, Human Resources Director AAPAC (Africa & Asia Pacific)

“The Melbourne team has found a healthier level of responsibility. Staff are more self aware and are taking greater responsibility for their actions.

- Participant

“MindNavigator is a mind opener!

- Participant

RESULTS

PERSONAL RELEVANCE:

MindNavigator's flexible process and meta-concepts "enabled individuals to take learning and development into their own hands and implement what was relevant to them which naturally drives performance and engagement and also means everybody benefits"

PERFORMANCE UPLIFT:

"People are being more effective in their roles. They're no longer focusing on negatives or the past, they're focusing on their own personal development and showing healthier levels of responsibility." For example, a team leader who previously over extended themselves is now consistently delegating - this is also giving other people opportunities.

COMMON LANGUAGE:

The programme provided "a common language for staff to safely challenge each other around what they might be over or under valuing in their thinking and doing".

INCREASE IN COLLABORATION:

...both within teams and with Head Office. For example - an account manager that previously tended to work in isolation has come up with a CRM solution and proactively engaged with Head Office to collaborate on its development. One participant observed "I can see a shift in people's perspectives and openness."

EMPOWERED EMPLOYEES:

Staff are advising senior leaders that they "feel more comfortable with pushing back on clients when appropriate, looking for other solutions and managing their expectations". There is an increase in the number of staff applying for new roles and opportunities. Many participants also reported an increase in job satisfaction.

GREATER TRUST:

Staff now report "an environment where it is safe to understand the 'self' better and accept who you are". One leader reported "vulnerability - it's less tiring simply being myself and I feel more energized".