



**CASE STUDY A: Unrealistic Deadlines and Silo Disconnects**

**Industry:** Biotechnology

**Employees:** 100

**Inscape Products Used:**

- Everything DiSC Workplace
- Everything DiSC Management
- Everything DiSC Comparison Reports

**Client's Challenge**

In this small biotechnology company, unrealistic deadlines prevented people from taking time to understand each other and respect each other's priorities. Because deadlines were *mandated* to peer teams, deadlines were not being met and internal team goals were compromised. Correspondingly, this made communication and teamwork challenging and strained many relationships. Department teams were in silos and managers and employees had difficulty getting along. Retention was affected as employees were leaving from frustration, and the high turnover was causing excess hiring and training costs. As often is the case in these situations, the company was developing a reputation as a challenging place to work, making it more difficult to fill vacated positions. The outlook was bleak, and no one was clear where to turn for answers.

**NEXT TURN's Solution**

The human resource team was challenged to intervene and help build morale and regain a strong, productive and satisfied workforce. A NEXT TURN consultant arrived on the scene to facilitate mandatory Effective Communication classes every month. One class offered to management focused on developing and motivating team members; a second class for individual contributors focused on communicating effectively with peers and direct managers. Members of core teams that regularly worked together were encouraged to attend the same class. The NEXT TURN professional used the DiSC model to give everyone a common language and to introduce new strategies to adapt to different styles. When the class series was complete, the HR team offered a second series to create a map of the team members. This generated specific solutions to advance communication and teamwork. And team members and managers were given the option to use the comparison report to further enhance communication.

**Outcome**

One year later, significant changes have occurred within this company.

- The improved understanding at the company led to creating deadlines that are now discussed and negotiated between teams instead of mandated
- Managers are meeting more frequently in 1-1 meetings with their team members.
- Hiring has shifted from new positions rather than replacement positions.
- Employees report a higher level of satisfaction in their jobs and with their managers.