



Case Studies

Name:

Buddy Hobart

Title:

Establishing Effective Communication Channels

The Client:

The president of a multi-billion dollar metal manufacturing firm asked me to help with a communication breakdown among his senior staff.

The Business Need:

Buddy wanted to uncover the source of the client's ineffective communication processes. I immediately started using the DiSC® model with senior management to help them establish a common language.

The Solutions:*DiSC® Classic*

Using *DiSC® Classic*'s online version as a diagnostic tool, I began the process of uncovering the reasons for communication and process issues from ownership and senior management on down. We discovered that all but one of 30 people in the first training session were either primarily D, primarily C, or the Creative Pattern (DC combination). That helped explain why there was so little collaboration and cross-communication, and why vice presidents were involved in the minutest aspects of the business.

The Delivery:

I met first with the ownership and senior executives to address their actions, which in spite of good intentions were at the root of the communication problems throughout the organization. On the second day of training, I broke that group into smaller teams, based on their jobs, roles, and interactions with each other, to practice problem-solving with real-life examples. I essentially allowed them to "fight nice" until they came up with an implemental solution and their own protocol. After that, I met with plant managers and followed a similar process.

The Results:

Having addressed primary communication issues, the client was pleased and interested in exploring other challenges. He asked me to come back for additional training and became an ongoing client.

Recently the Vice President of Human Resources said, "We are still referring to our meeting and using the protocol to solve problems. Everyone still believes this was the best thing we have ever done for the senior team."