

Case Study

*Industrial Setting
(Reported in Harvard Business Review)*

An industrial plant (4,000 employees) faced strained relationships with head-office, inter-departmental rivalries and overhead reduction. Through a comprehensive Grid program, widespread buy-in to change was achieved. During the first six months, 800 managers and technical staff completed Grid training. Participant attitudes were measured pre and post implementation.

| | | | |
|-------------------------------|--------------|--------------|---------------|
| Gets me to set high goals. | 54.4% | 65.8% | +21.0% |
| Follows up with me on action. | 53.8% | 64.5% | +19.9% |
| Listens carefully to me | 60.6% | 71.3% | +17.7% |
| Aware of themselves | 63.9% | 72.8% | +13.9% |
| States views clearly | 58.2% | 69.3% | +19.1% |
| Self-confident | 72.8% | 78.7% | +8.1% |
| Average | 60.5% | 70.7% | +17.3% |

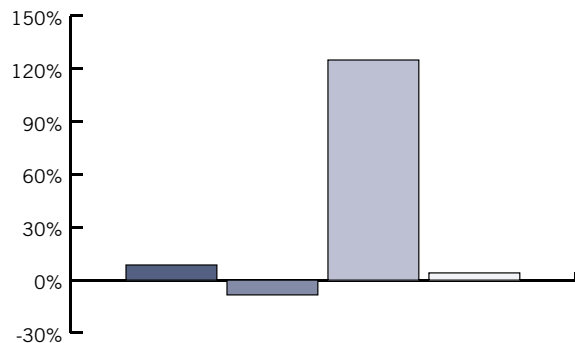
Perceived Changes in Team Performance

Percent of respondents rating team performance "high" (7 or 8 on an eight-point scale), n=606.

| | Pre | Post | Increase |
|---|--------------|--------------|---------------|
| Levelling with other team members. | 45.9% | 67.7% | + 47.5% |
| Team work effort. | 50.2% | 74.2% | + 47.8% |
| Problem liveliness in team discussions. | 27.2% | 53.0% | +94.9% |
| Quality of decisions made in team. | 38.8% | 65.6% | +66.5% |
| Profit-loss consciousness in team. | 41.2% | 71.7% | +74.0% |
| Average | 40.7% | 66.2% | +62.7% |

Operating Figures

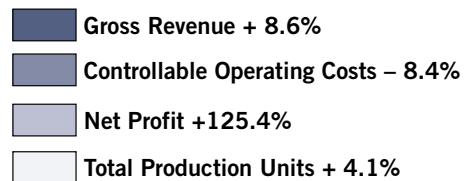
(Increase/decrease — fiscal year over year following implementation)



Perceived Changes in Boss's Behaviour

Percent of respondents rating their managers "high" (7 or 8 on an eight-point scale), n=606.

| | Pre | Post | Increase |
|-------------------------|-------|-------|----------|
| Boss's work effort. | 67.1% | 78.5% | +17.1% |
| Encourages suggestions. | 53.1% | 64.7% | + 21.9% |



Source: Harvard Business Review, Business Classics 1991
*Employee surveys conducted prior to implementation and within one year of completion.