

# Culture & Leadership: Driving Supply Chain Transformation

Maria Ferrante – Performance to Potential

Mary McCulloch – Human Synergistics



50  
*years*

Changing the World –  
One Organization at a Time™

# Today's Speakers

**Maria Ferrante**

**Performance to Potential**



**Mary McCulloch**

**Human Synergistics, Inc.**



# Agenda

- Context
- Challenge
- Approach
- 3-Year Journey
- Key Learnings
- Q & A





# Context

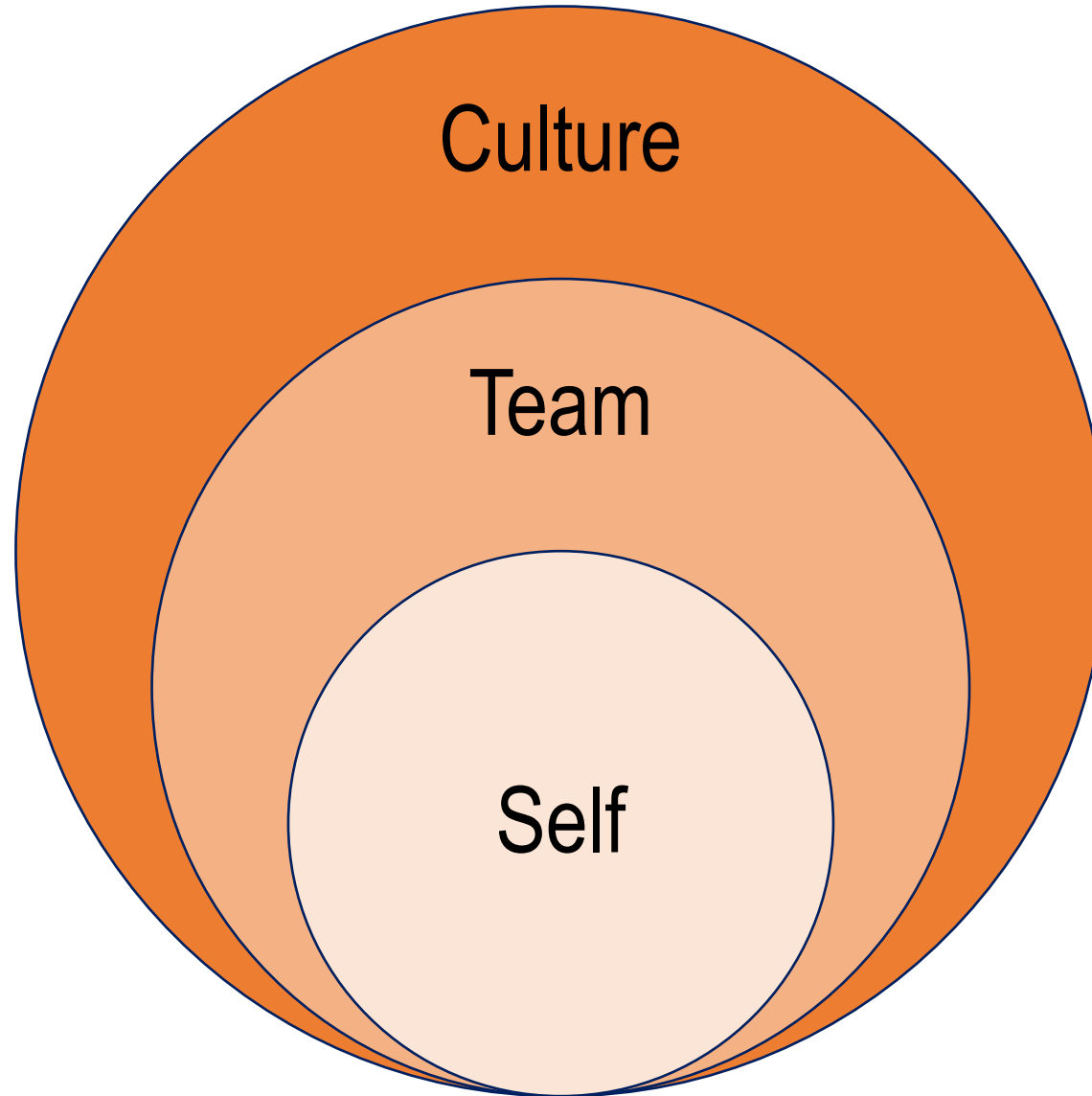
- Global 500 company
- EU subsidiary of supply chain & logistics solutions firm
- 146,000+ employees worldwide



# Challenge

- Perform to global standards
- Integrate and develop a one team culture
- Include & bring people along

# Approach



Explore current culture  
**OCI + Interviews**

Envision business as a whole and  
themselves as owners  
Work as high-performing team

Leaders' self awareness and  
development journey  
**LWS + LI**

# Human Synergistics Integrated Instruments



## Organizational Culture Inventory® (OCI®)

- Culture Survey
- Measures “what is expected” and “what is preferred”



## ACUMEN® Leadership WorkStyles™ (LWS)

- 360 Assessment
- Measures the thinking and behavioral styles of leaders



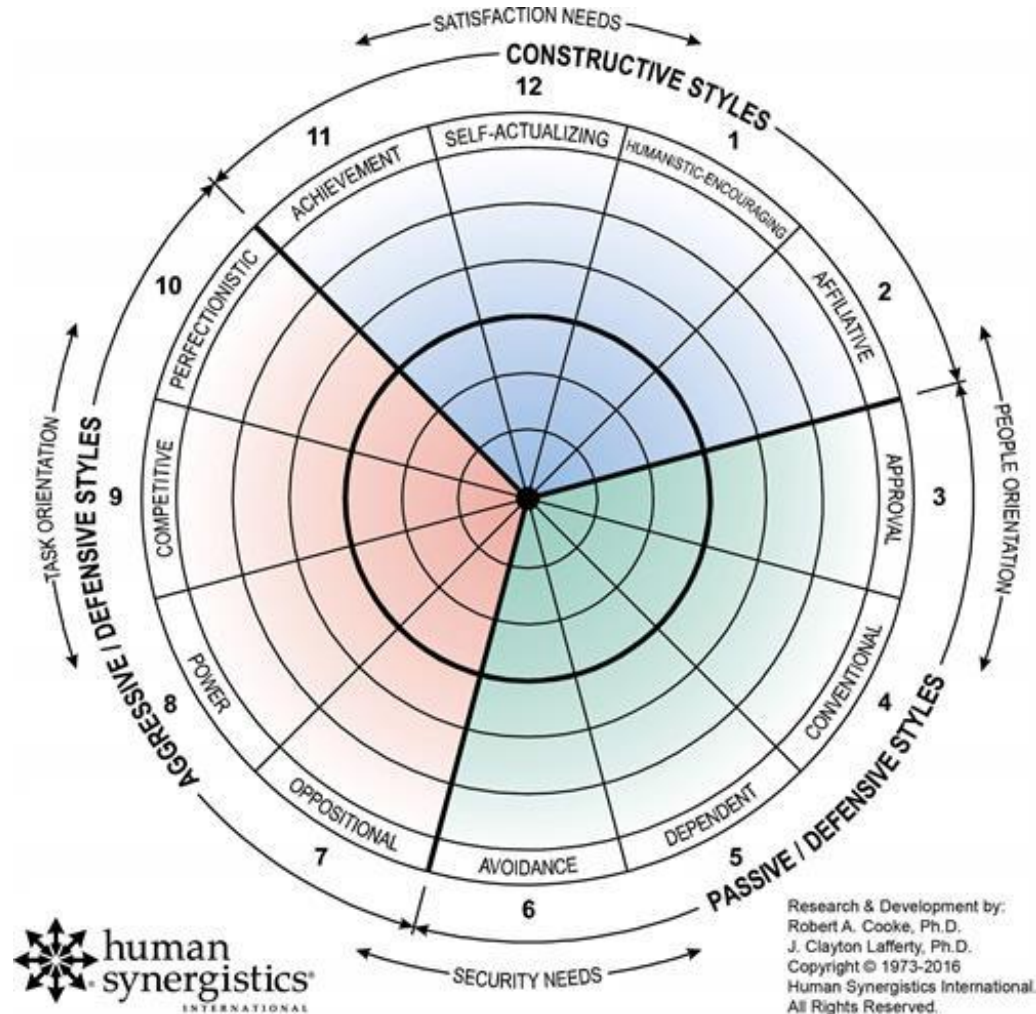
## Leadership/Impact® (L/I)

- 360 Assessment
- Measures leadership strategies and the impact on others



# The Circumplex

- **Oppositional**
- **Power**
- **Competitive**
- **Perfectionistic**



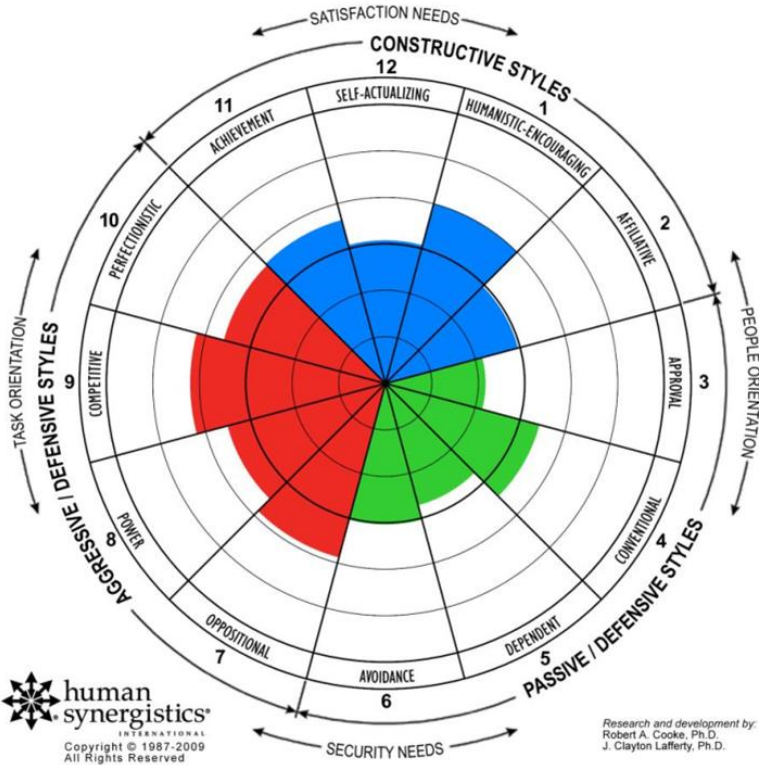
- **Achievement**
- **Self-Actualizing**
- **Humanistic-Encouraging**
- **Affiliative**

- **Approval**
- **Conventional**
- **Dependent**
- **Avoidance**

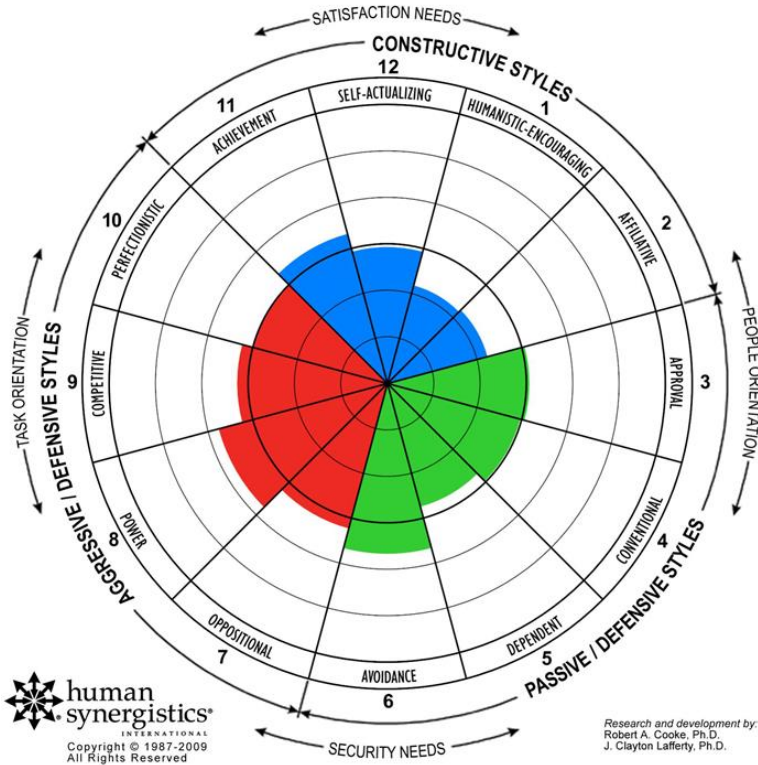


# Connecting culture & leadership

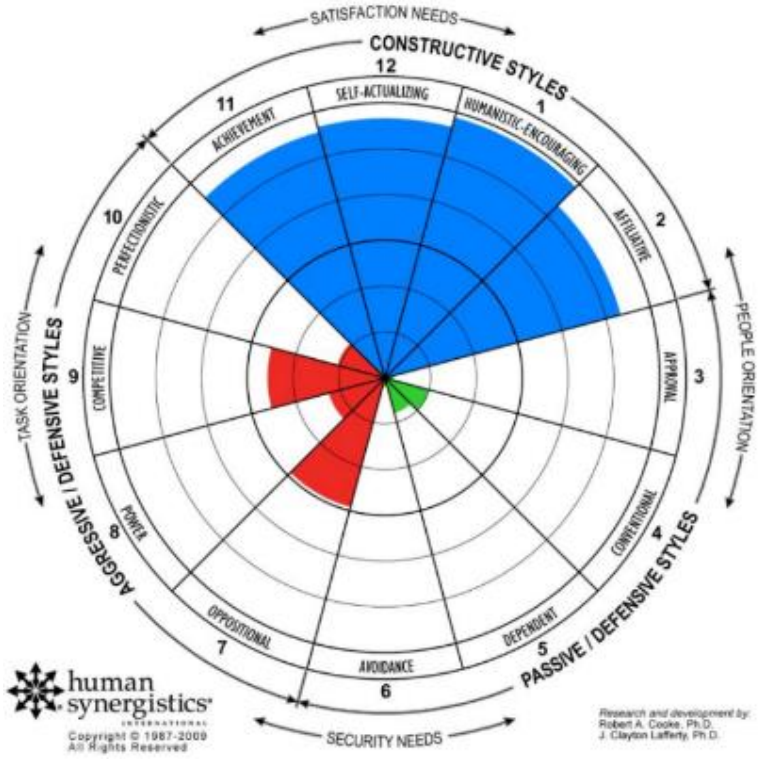
**OCI Current**  
All Respondents N=566



**LWS Self**  
N=12 Executives



**OCI Ideal**  
N=31



# The Journey – Year 1:

## Awareness

- Develop executive team to operate as a “real” team (LWS)
- Measure culture and define desired culture shift



# The Journey – Year 2:

## Rebuilding Teams

- VP Meeting & Culture Conference, early 2020
- Covid-19
- Transformation journey with next level leaders, individually and as a team (LWS)



*“If it hadn’t been for the culture work and our increased awareness, we wouldn’t have been able to pull any of this through.”*



# The Journey – Year 3:

## Culture Movement

- Change agents – culture coaches and facilitators
- Peer Learning
- Expand executive team development (L/I)

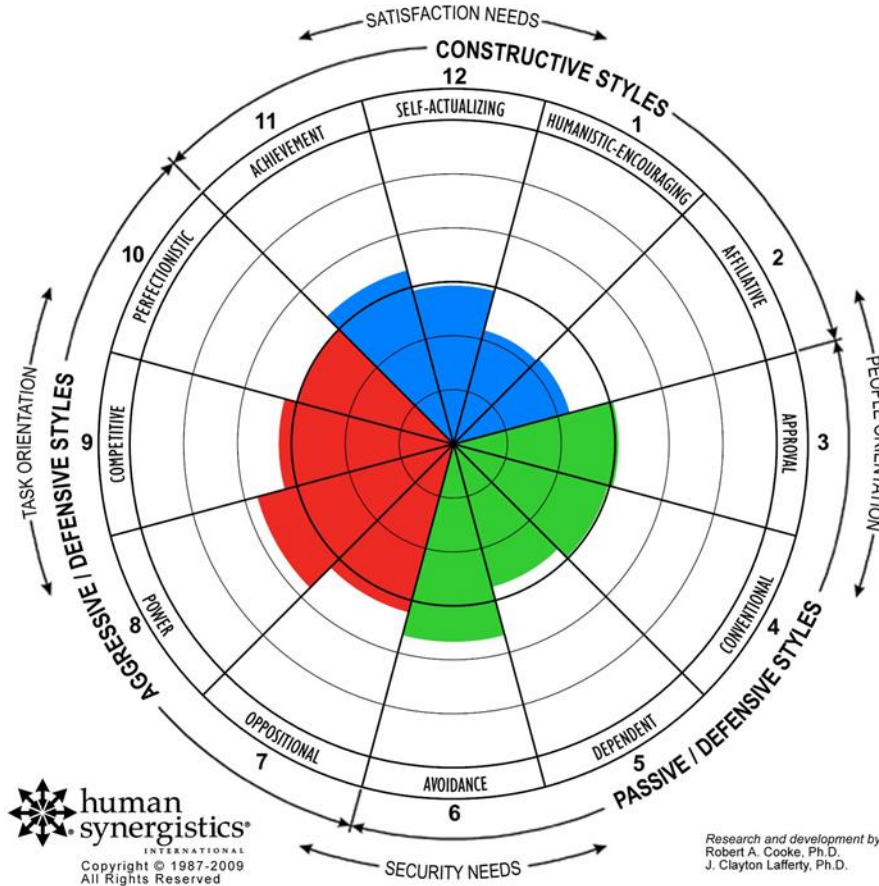


A group of 40 volunteers influencing  
a culture of 800 leaders and  
contributors

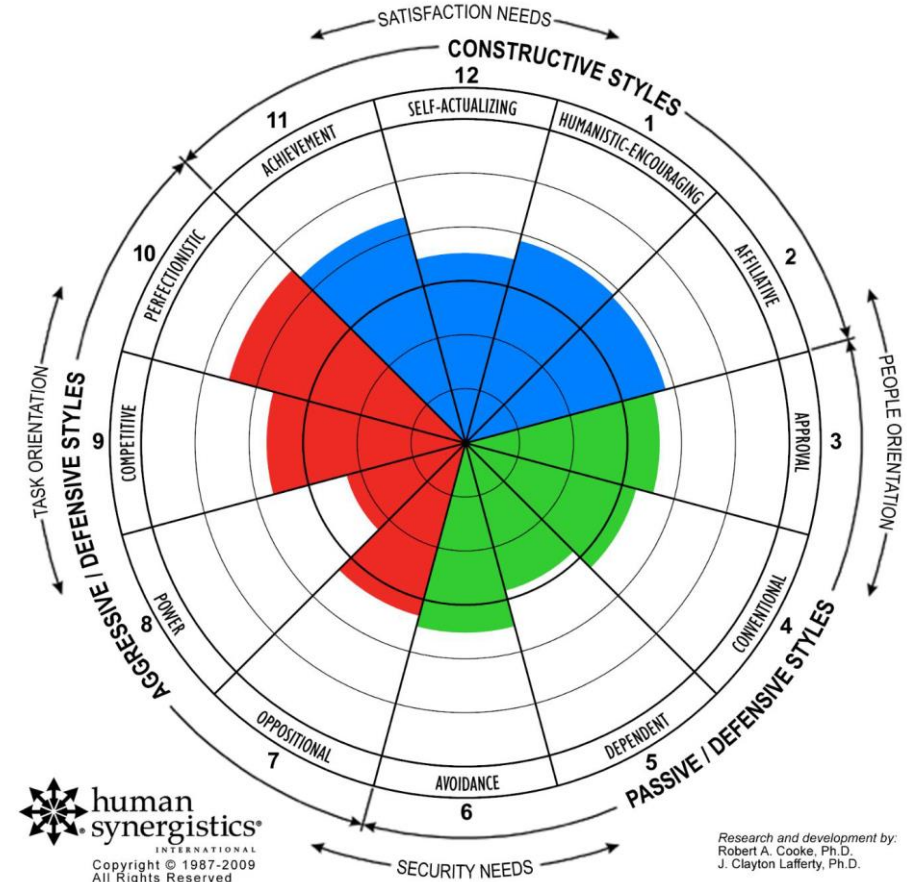


# Leadership Profiles

## LWS Self N=12 Executives



## L/I Current Impact Composite Feedback for 12 Executives



# Key Learnings





# Q & A



# Thank you for joining us! For questions and assistance...

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