

**Summary:** Values intelligence unlocks re-organization meltdown and accelerates self-management and personal responsibility.

### Starting State

Trinity Mirror plc, one of the largest British newspaper, magazine and digital publishers with long established “ways of doing business”, had begun to consolidate local offices into a region centre. This was primarily for financial drivers - cost savings and resource efficiency.

Overlooked in the re-organization, existing high performing team structures were rent asunder. Significant problems emerged such as new team members came in who did not accept fully the, often unconscious, acknowledgement and retention of old structures by the established team members. This created incongruities that undermined cohesion and caused key performer resignations.

At this point, we were brought in to understand the human dynamics at play.

### Research & Analysis

Our Values Modes research revealed that the team were split between Prospectors and Pioneers. From this, we understood that responses to the issues raised would need to be expressed and delivered in terms aligned to these values. Initially this meant that a large part of the “way we do business”, which a review had concluded was about satisfying Settler needs, had to be questioned and allowed to lapse as new procedures were created. The responses needed had to be geared to increase self-esteem. In effect to assign team members the responsibility for delivering their own solutions and to become self-managing.

We found that the re-organization had created a collection of traumatised individuals, who were suspicious of the company’s motives for any new initiative.

A human solution was needed to overcome an organizational problem.

### Recommendations and Actions

We designed and delivered a two-day workshop, first, to draw out negatives of the existing situation; second, to install a working understanding of Value Modes; and third, to allow the 50 plus members of the new team to create their own solutions.

Senior management was excluded to ensure unfettered space to work through the issues and solutions. As part of the process, the group had to reject the senior management team.

The workshop proceeded according to plan. Significantly, the group created a ceremony where senior management was invited into the team at the end of the final day. Senior management came to understand the interconnectedness of all the units and the discrete value of each unit. They would understand the criticality of being able to recognize and accept values differences as a basis for self-management and a human inspired system.

### Outcomes

By enabling the team members to draw out issues and seek resolutions using a common language of Values Modes, the team recovered an intransigent organizational problem and accelerated progress back to high performance.

Specifically, the team set themselves the task to entirely revamp existing ways of doing business - something that senior management could not have mandated without inciting a revolt. The team shared its new found expertise with other regions to help navigate the restructure.

Due to structural changes, it was not possible to compare new team to old. However, it was acknowledged that the company would have grown far quicker if they had instituted Values Modes earlier into their management systems.

