

Success Story: International Transportation Company

Client: A privately held international transportation broker and freight forwarding company with 70 employees.

Background

The international freight brokerage industry is changing. Global enterprises are entering the marketplace and challenging the independent companies for market share and margin. The leadership team of the company knew that to become a market leader they had to transition to a new business model as their traditional business began to disappear. To succeed with the transition they needed flexible, responsive and innovative employees that would embrace the change.

Assignment

They selected the Institute to guide the development of a high-involvement / high performance work environment where all employees are engaged in the business. The first step was to conduct an engagement survey which served as the benchmark and which prioritized implementation of the Framework elements.

The strategy for the first 18 months was to develop a base pay strategy and budget, an incentive pay plan linked to performance ScoreCards, process maps, a new performance evaluations system that aligned with the new culture and a departmental Action Planning process which empowered employees to bring about improvement.

Results over 36 months

- Revenue growth = 26.4%
- Net Profit: Highest in 8 years
- Retained key personnel
- Hired 6 new employees

Sustained Employee Engagement

Summary of Data	Apr 2010	Oct 2011	Nov 2012
Educate	66.02	73.15	76.73
Learning Organization	62.6	72.6	74.6
Roles	64.8	70.0	76.2
Business Understanding	70.6	76.8	79.4
Enable	58.43	67.45	75.58
Systems/Processes	58.0	67.6	72.7
Work Environment	61.3	70.7	77.3
Participation	56.0	64.1	76.7
Empower	66.08	71.98	77.09
Authority	59.2	67.9	75.7
Customer Satisfaction	71.1	77.8	80.3
Results Orientation	68.0	70.2	75.2
Engage	55.13	65.87	74.18
Rewards	49.3	61.6	73.3
Employee Satisfaction	58.9	63.9	71.9
Goals & Objectives	57.2	72.1	77.3
Weighted Average Score	61.42	69.6	75.9

