



Intel Corporation

Intel Corporation has been a leader in the semiconductor industry since 1968. Leading the pack in fast-growth was Intel China's Sales and Marketing Division. Intel realized the need to put the right resources and people in place to support China's continued market development. However with a history of strained China-West relations, a strong local leadership presence was key to promoting positive local government relationships and providing a more culturally appropriate management style for the division's 4,000 local employees.

"Daneal is a quintessential professional to work with and really connected with our local Chinese managers. Under her direction, she was able to design a program that helped round out our local managers and put us in a position to move expatriates out of formerly held roles. This produced a significant savings to the division."

-James Jarrett, Intel Vice President and Former President of Intel China

"The success of Leadership Reframed's program to develop and retain our local high performers in China is a long-term win for Intel. Not only has it send a strong signal to other Chinese top talent, it has also given us more credibility in working with our local suppliers and government partners."

-Xie Cheng, Deputy General Manager of Intel China

The Story

In 1997, Wei Ting Chan, then Country Manager for Intel China, recognized the need for localized leadership within the company and Leadership Reframed was brought in to help. A strong reputation in designing programs for emerging leaders and familiarity with Chinese culture made Leadership Reframed the clear choice.

The Work Begins

After completing a human capital review of the local China division, Leadership Reframed helped identify eight high-performing employees with the requisite leadership skills to manage the China division in the next 3-5 years. This included Ian Yang, a mid-level manager in Intel China, with a reputation as a high contributor. Ian was eager to move to the next rung of management, one that was exclusively held by -Intel's U.S. expatriates.

The objective of the program was to broaden these high performers' understanding of the business through exposure to different divisions and functional areas, and to deepen their network of relationships within the company. There were three components of each high performer's development plan:

Cross-functional job rotation throughout Asia-Pacific
In-house customized MBA Program to be delivered by INSTEAD
Mentoring program to widen high performers' networks, increase their confidence and build their know-how

The Results Are In

After three years in the China Leadership Development Program, Ian was promoted to Intel Country Manager following the departure of Wei Ting Chan. Four of his peers in the program were also given senior-level positions formerly held by U.S. expatriates. This allowed Intel to save \$500,000 in the first 3 years in salary differentials.

Haas Dental Centre



“Since we started working with Leadership Reframed in 2006, our daily production has increased by over 40% and I am busier than ever so I have added two more days. I have also seen a huge increase in my staff members’ confidence and willingness to learn. With my team more excited about new technology and procedures, and more confident, we are able to integrate and “sell” better dentistry, which has a huge benefits to our clients and ourselves.

Our quarterly retreats are an opportunity to reflect on our production numbers and re-evaluate our goals. Daneal’s forte is getting us to think creatively about ways we can increase business, contain costs, and create a better experience for our clients. She has also helped coach employees individually around performance issues in addition to helping our team create better relationships with each other.”

- Dan Haas, Owner and Principal Dentist, Haas Dental Centre

Haas Dental Centre is a large, high-end dental practice focused on Neuromuscular and Cosmetic treatments. In 2005, the practice’s growth had slowed. President and Owner Dr. Dan Haas attributed this slow-down to the limited ability of his staff to sell high-end treatments to clients. “I realized that the only way we could sell our high-end services was to get each team member to sell our business to the client,” said Dr. Haas.

The Story

Melissa was a high-potential employee who had been working at Haas Dental for five years. Interested in all aspects of the business, Melissa was bored with her role in the front office. Leadership Reframed was brought in to get Melissa and her teammates on board in helping foster business growth.

During initial conversations with team members, Leadership Reframed discovered both inconsistencies in how employees viewed their respective roles, and varying degrees of readiness for change. Leadership Reframed worked with Dr. Haas to establish the characteristics of a successful team member for the future.

The Work Begins

Leadership Reframed began a series of off-site meetings to get everyone on the same page and retain only the team members who were on board. At the first meeting, Dr. Haas shared his new vision for the business, introducing a new profit sharing plan as an incentive for aligning their goals. All team members but one bought into the new vision; this team member left the practice six months later.

Once the right team members were on board and ready to move forward, Leadership Reframed designed more flexible roles and put a transition plan in place to support changes (i.e. cross-training, systems changes and correct scheduling). Leadership Reframed helped Melissa and her co-workers move from static job roles they were outgrowing into flex roles that better serviced the client. Inspired by Google’s 70/20/10 model, the team agreed that 70 percent of their role would be fixed, 20 percent would be flexible and involved jumping into each other roles to service the client and 10 percent would focus on business process improvements. Through the off-site meetings, team members became even more involved in the business growth by debriefing monthly on production goals, re-setting targets and making improvements to reach new goals.

The Results Are In

Since working with Leadership Reframed in 2006, Haas Dental Centre’s daily production increased by 40% requiring them to add Tuesday and Friday to keep up with client demand and increase the number of cosmetic treatments performed. Furthermore, team members reported feeling part of a winning team where each member is an important part of business growth and success.



"The new board seems to be settling in well, gaining more confidence and getting ready to take charge. I thought that the retreat you delivered went very well. I was impressed with the level of commitment from the group to stay focused on the day. The day was very engaging, interactive and interesting."

— K. Jackson, *Former General Manager, The University Student's Council of UWO*

"You pushed and pulled today (at the off site retreat) and we made our way to a better place."

— D. Singh, *VP Finance, The University Student's Council of UWO*

"Thank-you for your facilitation today. You are an asset to our team and provide both insight and a forum for us to become better leaders."

— S. Sdao, *VP Student Events, The University Student's Council of UWO*

University of Western Student Executive Team

At the University of Western Ontario (UWO), the University Student Council (USC) Executive Team is responsible for setting the strategic direction for 8 operations and managing a \$22M budget. Elected to their roles for a 12-month term, members of this six-person team go through a transition between May-August every year so they can hit the ground running in September.

The Story

In a chance meeting in 2007 with UWO's incoming Finance executive, David Singh, Leadership Reframed began conversations about helping the new USC's Executive Team ramp up to a high-performing team. This began a fruitful relationship that continues today.

The Work Begins

For the past four years, Leadership Reframed has supported the transition from one USC Executive team to the next. Leadership Reframed has assumed the role of 'leadership coach' for the team giving members the essential tools to develop high performance, and helping them solve any team issues that arise during their term. The engagement includes:

- Proactively working with each new USC Executive Team at planned retreats in order to get them into high-performance mode within 3 months of coming on board;
- Improving the transition process from year to year by providing coaching and training and developing best practices; and
- Bettering the relationships between more senior full-time staff members and the incoming student Executive teams.

The Results Are In

Partnering with Leadership Reframed has allowed each USC Executive team to more quickly produce results for their student constituency. Team members have reported feeling more confident and having the right tools to get their jobs done.



Gamma Dynacare Medical Laboratories

In 2000, Gamma-Dynacare was one of the largest medical laboratories in Canada and was expanding its business into specialty laboratory testing and clinical trials in order to mitigate its capped services. Parallel to this development was the realization that future growth could not be sustained given current human resources. Like many other health care organizations, Gamma-Dynacare faced an aging work population. More than 70 percent of its senior management was over fifty, with several key roles nearing retirement. Further complicating this issue was the clash between the more traditional management style of senior leaders and the more progressive style of younger front-line managers. Between 2001 and 2003, 13 front-line managers left the company to seek employment elsewhere. During exit interviews, some of the leaving managers expressed frustration about the micro-management culture.

"Personally I found the one-on-one coaching was a valuable part of the leadership program for both me and my team. It has helped me think more out of the box and to pursue my highest goals. It empowered me to take charge, ask for what I need and share my ideas with others."

-Darlene, Clinical Director at Gamma-Dynacare

The Story

Darlene was a front-line manager who had worked her way up from medical laboratory technologist. Although she had been promoted to a Director role, making her the youngest manager to achieve this position, she felt powerless to make a significant impact within the company.

Leadership Reframed was brought in by CEO, Naseem Somani. Her general directive: "pull everyone up into their own role." At every level of the organization micro-management and a directive style were causing people to underutilize their skills and the skills of their subordinates. In interviews and focus groups, Leadership Reframed discovered that front-line and even mid-level managers spent most of the day performing the work of their employees, rather than directing the department. This resulted in poor capitalization of current skills and knowledge—often only 25-60% utilization.

The Work Begins

In partnership with the senior management team, Leadership Reframed defined a plan that would be delivered in phases. Phase One identified critical roles in the organization and business areas where incumbents either needed to be developed or sought externally. In Phase Two, Leadership Reframed delivered the 1-day workshop *Coaching: Unleashing Leadership Potential* to every level of management and offered one-on-one coaching for high-potential leaders.

The Results Are In

After three years working with Gamma-Dynacare, the organization had begun shifting to a coaching style of leadership. All critical roles in the organization had incumbents in place, and in three cases mid-level managers had been promoted. In interviews, front and mid-level managers reported a huge increase in satisfaction with their roles, a direct result of management style changes, and their own confidence in delegating work so they could concentrate on more strategic priorities.