

# Corporate strategies in the key of life

After a significant restructuring, a newly formed Executive Team inherited multi-billion dollars of debt with no ability to service it. They struggled to center the company's brand amidst the flood of crisis points hijacking their attention.

The CEO of an educational content and technology firm asked us to help the seven new and three incumbent members of the Executive Team to articulate their shared values, commitments, and standards, the first step in transforming the company and the learning industry.

Further to completing a process that uncovered the core drivers and requirements of the Executive Team and a series of town halls across America to hear employees' stories of what their work meant to them, TAI designed a multi-faceted solution to support the Executive Team unify the company around shared commitments to each other and an enhanced experience for their clients.

Critical to success was gathering a data set that would enable us to determine unified perspectives and big-picture insights.



We supported the Executive Team to:

### Define and align around core drivers and values

To re-establish financial stability, it was critical for the Executive Team to move past the crisis points that hijacked their attention, to a place where they were able to see and act collectively in the present moment, and focus energy and resources on one, or a very few, pivotal objectives.

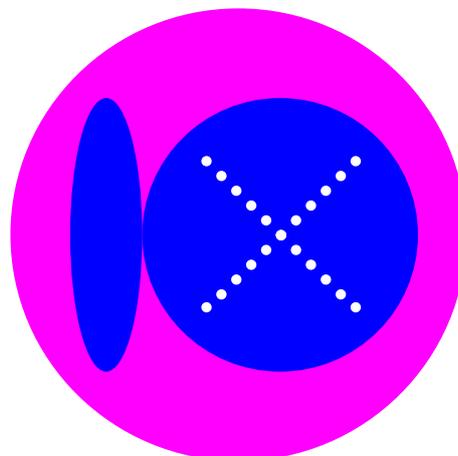
### Fortify throughout the company a narrative that enabled stakeholders to know that they were going to persist

To reduce employee turnover, the Executive Team committed to sharing a narrative in company-wide open forums that enabled stakeholders to know their journey, that Chapter 11 was not going to kill their company, and that they were going to get through.

### Gather data to define and enact a powerful Credo

To enhance the sustainability and profitability of the company, employees in Town Halls came to understand that individuals, departments, and divisions would need to listen to and learn from each other, hold each other accountable, and take ownership of the success of the total enterprise – all towards enhancing the experience of learners around the world.

When TAI arrived, the company was in dire straits. The Executive Team was tired, reluctant, and increasingly isolated. Employees mimicked the attitudes, emotions, and behaviors of their leaders. The risk of systemic failure was palpable.



Working with TAI to reframe the current struggle as an episode in a more extended, more compelling narrative, the company achieved the following:

Engaged in their work and commitment to each other with a new vitality and intensity.

Saw beyond the current crisis to the deeper purpose and impact that motivated, aligned, and empowered their people.

Focused energy and resources on one or a few pivotal objectives, and acted with an aligned vision and voice.

Involved employees worldwide in discussions of the Credo and its meaning and impact on their work with each other and their customers.

Defined behavior and accountability standards rooted in the Credo's values.

Enabled all stakeholders to see themselves as part of the future picture of success and how they could bring it to life.

**“We know what our journey is. We know this will not kill our company because we have a larger narrative. We know where we’re going and what we have to do to get there. We’ll get through this too.”**