

A Vibe Learning Lab insight



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**The ApZ Project -
Capacity for Change**



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Introduction

In 2014 MNC acquired a company which manufactured high end wall panels. Founded by Brian Zepp in the mid 90's the company had it's HQ in Michigan, USA. Brian pioneered a business model with 'family' values at its core. The challenge for both companies was to remove any 'mental blockers' to acquisition and maintain an upward spiral of success based on renewed trust and friendship internally. So they turned to Vibe.

Vibe Training, based in Dublin Ireland had provided support for MNC and its affiliates globally with executive training and consultancy projects. Vibe's value proposition for all stakeholders is underpinned by four key pillars: Value, Imagination, Bespoke and a seamless Experience. Vibe is also a licenced and accredited provider for Insights, a world leading learning and development company. Using Insights Discovery as the instrument, it provided a perfect fit as a diagnostic and prescriptive tool to enhance change at individual, team and organisational level.

Issue

A take over is a defining moment for any organisation and will present issues and challenges that can compromise critical success factors. The challenge was to prepare for and respond to the new 'order of things' but still maintain business momentum and continued growth. Staff were initially concerned about 'change' so the role of the senior team was to provide reassurance and gain acceptance for a new vision, forged jointly by MNC and ApZ. A refreshed and revitalised approach to communication and teamwork would offset local concerns and help guarantee the scalable business opportunities for both MNC and ApZ.



The management structure remained intact, but new processes and procedures could have compromised a cherished 'visibly honest' business ethic.

Insight

A transformational learning solution was required which would ultimately build a more robust, positive and respectful relationship individually and collectively. Therefore, the training agenda needed to be inspirational, engaging and exciting whilst certain modules required customisation to match the nature and scope of ApZ.

Ronan Kinahan, a licenced practitioner and Team Principal at Vibe Training, facilitated the project over 5 days in a 6 months period. All 40 staff at ApZ from architects to project managers to administrative executives engaged in 'change' learning.

Ronan's delivery style was highly interactive, fun and engaging which provided for a relaxed but purposeful engagement. To marry the ApZ culture he had to be a friend, consultant and teacher. His experience in working with over 15 clients on 5 continents qualified him as an authority and a good 'window to the world' of ApZ. He had also facilitated numerous learning and development events for MNC in other jurisdictions including Australia and the UK.



Day 1

Day 1 sought to highlight awareness of the issues and stimulate attendees' mind and spirit. So, it comprised of some introspection in terms of their unique personality preferences. Using the Insights Discovery portal, everyone received a profile which provided angles on their communication preferences, value to a team and how to communicate better with others. The profiles also helped attendees connect better with other personalities which may have been historically challenging. Modules included perception, Karl Jung psychology, non verbal clues and coaching.

Day 2

Day 2 explored the team and culture dynamic at ApZ and how best to protect as well as enhance this highly successful business model. Internalising the learning was feasible by revisiting the individual profiles and exploring their strengths in terms of 'value to the team'. All the learning was stress tested and 'took root' through consolidation exercises where knowledge was shared and amplified.

**"A valuable exercise on how to integrate team building principles into daily tasks."
— Project Manager, ApZ**

Creative verbal exchange blended team building with bonding and introduced a new team effectiveness model which was dynamic, contemporary and proven to address the most pressing and important team issues.



Fast track learning principles were applied through activities, exercises, props, video sculptures, subtle visuals and sonic landscapes.

*To maintain momentum and promote synthesis, every employee had the option of connecting to the Vibe Learn More Bonus mechanism.
This on-line learning tool allowed attendees to avail of further learning within 24 hours, 7 days and 27 days of the intervention.*

The fact that every employee had experienced the programme leveraged positivity. It also allowed the facilitator to create 8 colour team wheels for each role and function as well as one for the entire company. This proved particularly helpful as it pinpointed personality distribution around the wheels, preference clusters and gaps in team constructs.

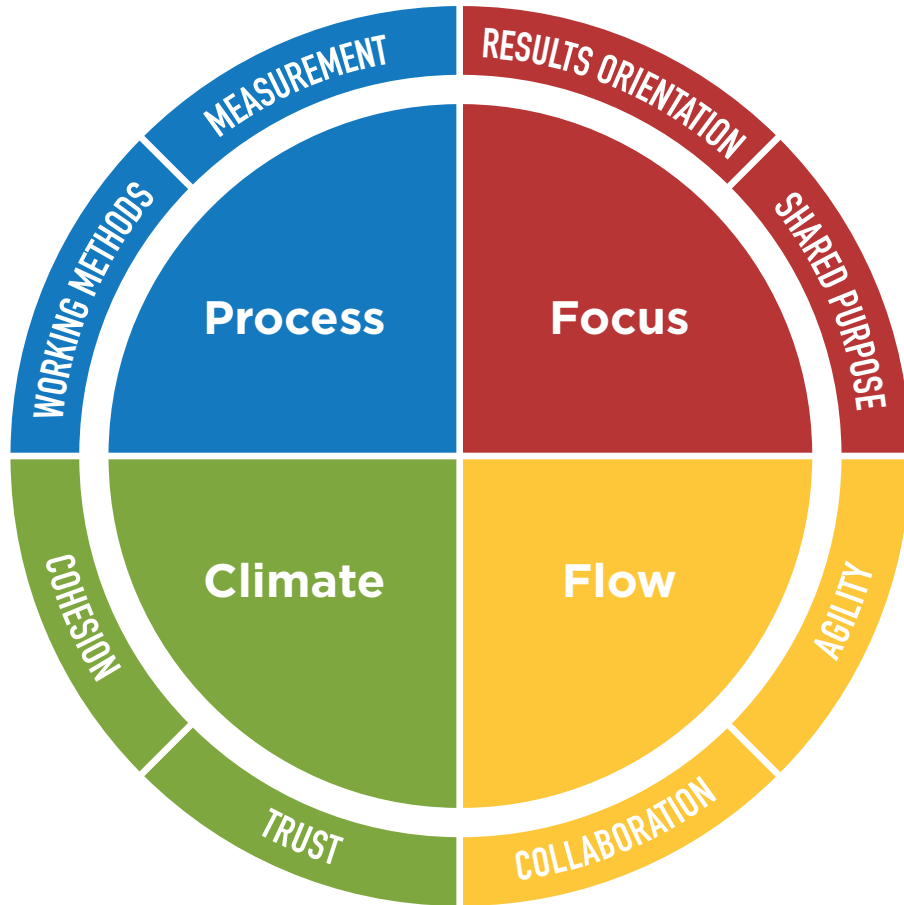
Printed support material in the form of a log book added to the wealth of knowledge.

The log book was scientific in its design by referencing Karl Jung's psychology around preferred learning processes for each personality type.



GRAPHIC 1

**Jung 4-colour
Team Effectiveness wheel**



When the team effectiveness model is aligned with the four colour energies, it gives a framework for how effective a team is in four key aspects of its functioning



Impact

To ensure the best use of time, each attendee was instructed to capture critical objectives for the day. These were collated by the facilitator and content weighted accordingly. Towards the end of each workshop these objectives were reviewed to ensure individuals and teams were on a better path to embracing change, leading to further achievement, success and fulfilment.

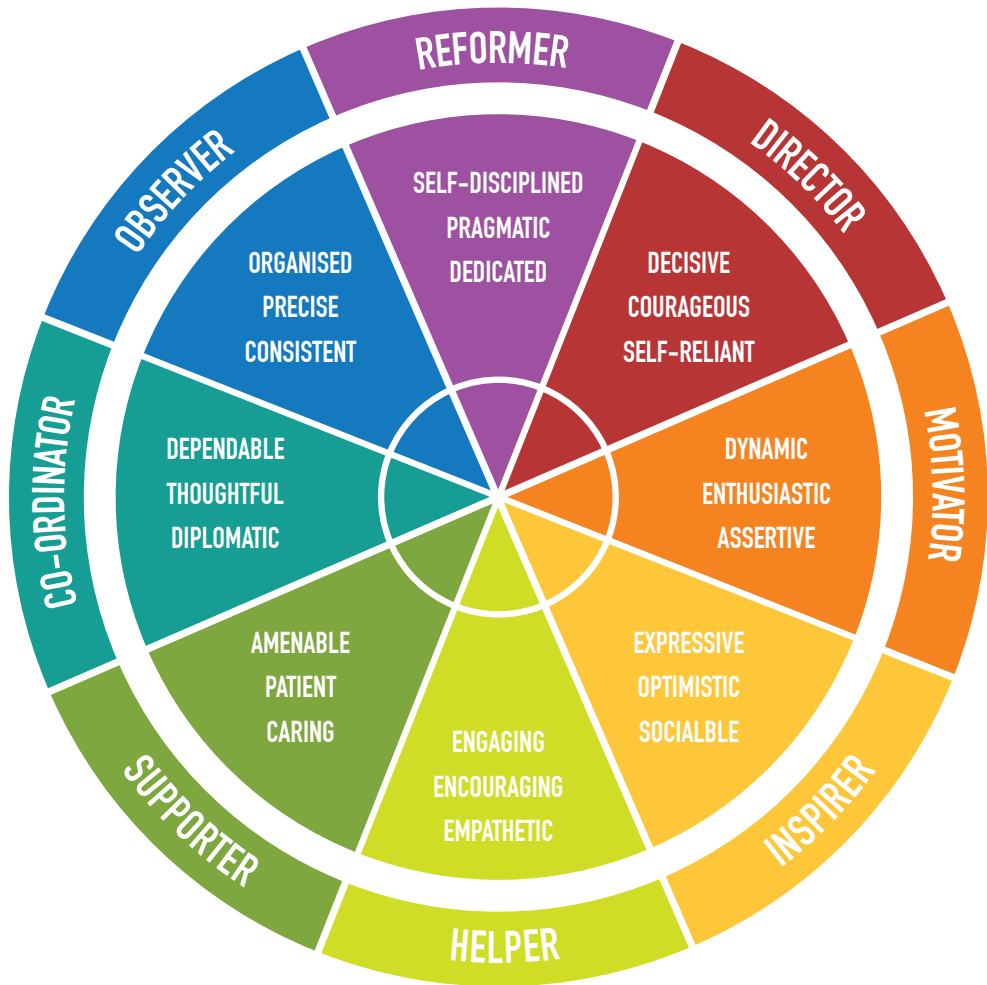
During the event, each attendee was required to build a coloured block structure to reflect their primary and secondary personality preferences as indicated by their profile. These can still be seen in the various offices at the company as proof of optimised learning. In addition, the Insights Colours language has become a daily conversational piece amongst staff which has helped divert insecurity for open mindedness and self confidence.

Greater rapport, relationships and productivity was enshrined as well as fostering a dedication to managing change as well as lifelong learning.

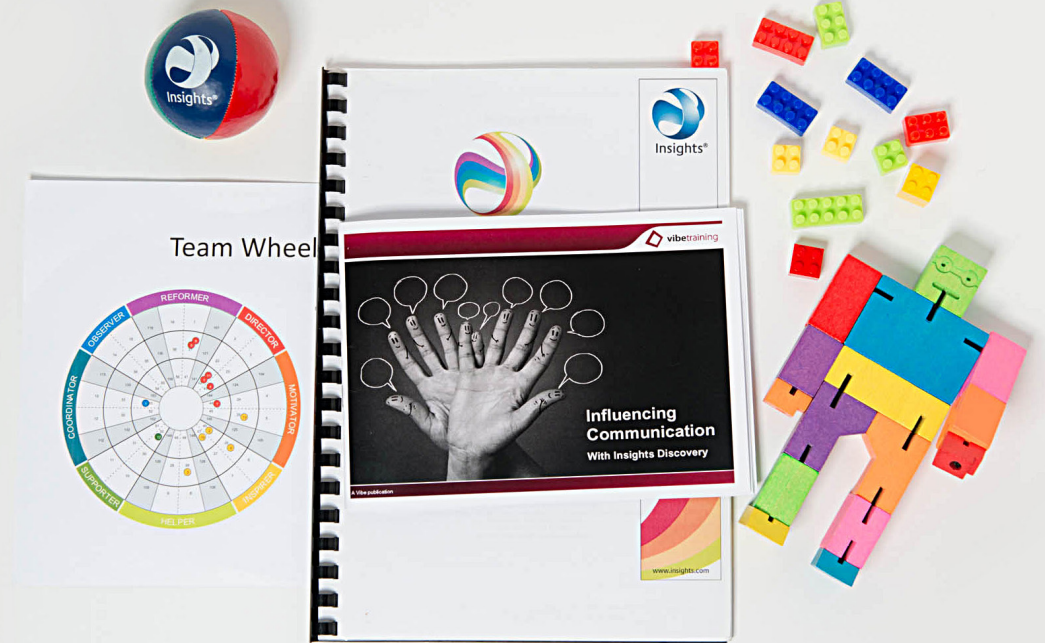


GRAPHIC 2

Jung 8-colour individual Personality wheel



The overall effectiveness of an intact team is dependent on the strengths and capabilities of the individuals in that team. Each team member will bring their unique gifts and contributions



Vibe Training tools



Conclusion

The learning and development intervention provided a new lens for ApZ which would effect long lasting change at all levels and functions. It successfully confronted problems, inspired success and unlocked further potential when the company needed it most.

ApZ was 'now' ripe for greater growth and profits.

More recently it has hired additional staff, expanded offices and entered the European market as part of a major expansion programme. Put simply, the sustainable learning and development solution proved to be an excellent return on investment for both ApZ and MNC.

Takeaway's

Mergers and acquisitions by their nature disrupt operations and can be emotionally draining for employees. They are however a fact of corporate life but the key is to understand and manage the human factor.

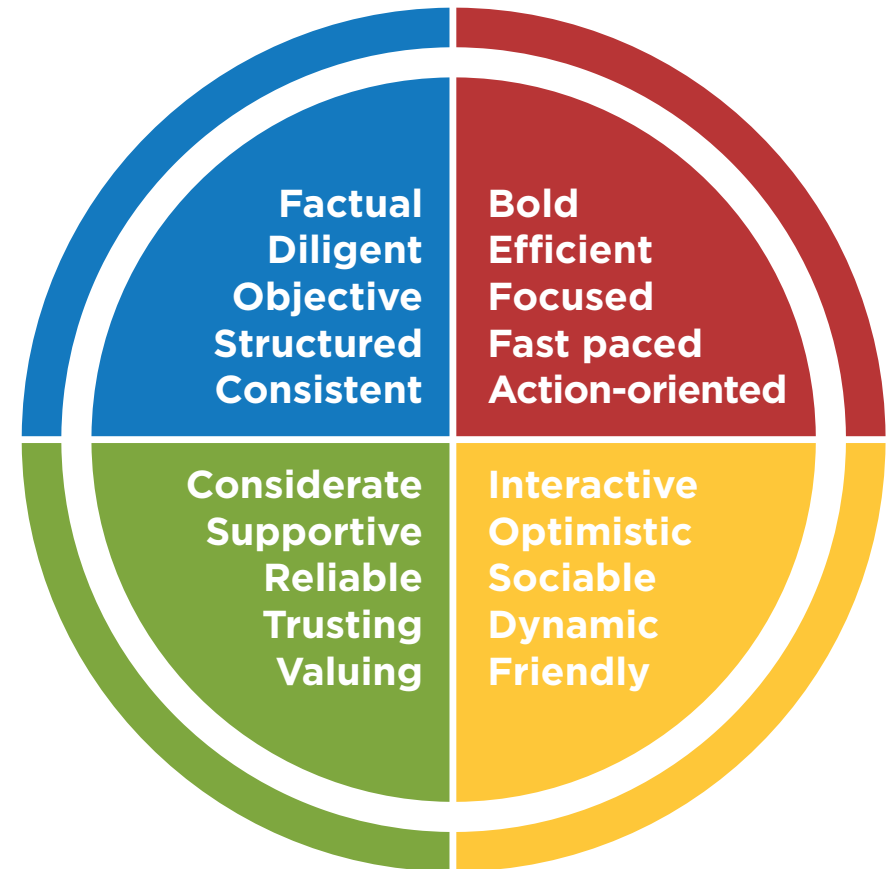
Acquiring a business means acquiring people and it is essential to introduce these new arrivals to what the 'mother ship' can offer. If minimal disruption is required whilst ensuring integration and alignment, the role of teams and leaders is to ensure each retained employee is recruited and invited to make an overt choice, to be part of the new entity.

Helping individuals understand themselves better through a training intervention based on objective scientific validity can fastrack the normalisation of people and process, leading to sustainable change management.



GRAPHIC 3

Jung 4-colour Personality Preference Types



Applying insights discovery in a team setting can help a team understand fellow team members and therefore make the most of team experiences. It is likely the team will use all 4 colour energies in different amounts in different contexts.



If you would like a one hour presentation on this subject matter,
visit us at: www.vibetraining.ie

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for global MNC's since 2000.*

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“A thought
provoking exercise
on how to blend different
personalities into highly
effective teams.”

Project architect, ApZ, USA

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