



Gephardt Group Works with the IAM National Pension Fund to Develop a High Performance Workplace

In 2011 when Steve Sleigh became Fund Director for the **International Association of Machinists National Pension Fund (IAMNPF)**, one of the first calls he made was to Gephardt Group. While meeting with employees during the first few weeks in his new role, Steve quickly came to the conclusion that employee engagement was low due to the historical command and control management style at the IAMNPF, and therefore, the organization was not reaching its potential.

Steve had worked with Gephardt Group on several occasions in his career and had seen how they partner with management to quickly drive change in an organization. "Gephardt Group's tools and techniques are straightforward and can be implemented quickly which was critical for me as I needed to drive cultural change immediately. I had seen how their High Performance Workplace (HPW) methodology leads to improved business results in a very short time frame."

Over the course of a four month engagement, Gephardt Group utilized its 4-phased process for establishing a high performance workplace. The **ASSESSMENT** phase utilized **employee surveys** and **focus groups** to develop a baseline measurement of the current levels of employee engagement and business performance by organizational department.

In the **PLANNING** phase, Gephardt Group worked with IAMNPF leadership to **define its vision** for the new culture, to **redesign business processes** to improve efficiencies and customer service and to create a **detailed implementation plan** that would meet leadership's objectives and timeline.

The third phase of the process was the **TRAINING AND IMPLEMENTATION** phase. Utilizing a series of workshops, Gephardt Group **trained IAMNPF managers** on HPW tools that could be implemented quickly in each department and that would demonstrate immediate improvements in employee engagement and business performance. These HPW tools were focused in the following areas:

- Communication within departments, cross-functionally and from leadership
- Employee led continuous improvement
- Accountability measures and performance evaluations
- Teamwork
- Employee recognition

Complementing the HPW tools, Gephardt Group completed a **business process mapping** exercise by department and then worked with IAMNPF leadership to identify opportunity

areas for **business process streamlining and optimization**. As a result of this process, two departments were combined into one, thus leading to additional cost savings.

The fourth and final phase of the engagement was the **REASSESS** phase. Gephardt Group did **department-by-department analysis** to identify areas of opportunity that needed to be addressed. Gephardt Group met with a cross-section of employees to observe how HPW tools were being implemented and adopted in each department. Where necessary, **coaching was provided to supervisors** in order to course correct and help them develop confidence in the new way of managing.

The results of the HPW engagement at the IAMNPF have been very strong. Lori Kuan, IAMNPF Chief Operating Officer, said, “As a direct result of our HPW project, workers began pointing out areas for improvement and within just a few months productivity, quality and employee satisfaction have all improved and are on an upward trend. Gephardt Group was instrumental in helping us develop a new high performance workplace culture.”

About Gephardt Group

Gephardt Group specializes in high performance workplace implementations, cultural change consulting and labor relations. Gephardt Group uses a sustainable and measurable methodology designed to help meet your business objectives. Whether you’ve recently gone through a leadership change, you’re planning for a corporate transaction, or you are solidifying an already strong culture for tough times ahead—Gephardt Group has the experience and solutions you need.

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