

# CLIENT REHUMANIZING STORY

## HARCROS CHEMICALS

Harcros is a major distributor and manufacturer of industrial and specialty chemicals with 27 distribution locations in 19 states providing geographic coverage for much of the U.S. The Harcros Manufacturing Division, is a niche producer of surfactants, emulsifiers, defoamers, specialty products, custom blends, and reaction chemistries. They have expanded globally with growing teams and operations in India.



### CHALLENGES

- Became employee-owned in 2014; needed help fostering a mindset shift and creating the conditions for everyone to show up thinking and acting like a business owner.
- Establishing systems and processes to nurture a thriving culture.
- Clarifying company purpose.
- Developing future-ready leaders.
- Equipping people to navigate change and disruption.

“Salveo Partners has become an integral member of the Harcros leadership team. The work that we have done with Rosie Ward and her team over the last five years has allowed us to define our culture when we are at our best and has established a common vocabulary that aligns and unifies the Harcros team. Their methodology is uniquely structured to be clear and consistent with a keen focus on being authentic and human during the journey.”

~ Mark Hamilton, CEO

### SALVEO PARTNERS SOLUTIONS

- Establish Culture Ambassador program
- Facilitate company-wide workshops
- Create assets to reinforce company purpose, values, and culture
- Provide leadership development training and assessments
- Conduct *Thriving Workplace Culture Survey* every 18 months

### REHUMANIZING IMPACT

- ✓ Record profitability
- ✓ Increased adoption and support of culture efforts
- ✓ Ongoing improvement in these areas:
  - Organizational Identity
  - Leadership
  - Climate
  - Growth & Development
  - Work-Life Integration

\*See detailed solutions on next page. →

# SALVED PARTNERS SOLUTIONS

## CULTURE

Harcros has long been on a journey to be a thriving, conscious business. Our partnership began in the fall of 2017 when we helped Harcros establish their Culture Ambassador program; this group is a key part of intentionally nurturing their culture. We meet with the Ambassadors ~5 times/year for day-long workshops to equip them with tools, language, and support so they can lead and influence positive change and reinforce culture efforts.

Because people only support what they help create, we facilitated all 545 employee-owners through workshops in 2018 to clarify their *Lighthouse*; through this process, they clarified their WHY (purpose) and HOWs (key actions and behavioral anchors essential to bringing their WHY to life) and were equipped with common tools and language to help them understand what it means to show up as an owner (vs “just an employee”). In 2019 we facilitated follow-up sessions with all employees to further equip everyone to *live* their lighthouse.

To help reinforce and support their conscious business journey, we created numerous assets to serve as reinforcers to reconnect people to their Lighthouse and desired culture:

- Owners Manual with core tools and language provided to all employee-owners to reinforce the work done in 2019.
- New Hire Onboarding module provided to all new hires that cover the WHY, HOWs, and culture efforts.
- Ambassador Guide and monthly reinforcement emails to support them in their role.
- Support with visual reinforcement of the WHY and HOWs at locations and incorporate in the performance review process.

## LEADERSHIP DEVELOPMENT

In addition to equipping everyone within Harcros with core and common tools and language to show up as leaders, we have continued to support them to develop their formal people leaders to be conscious, future-ready leaders.

- Facilitated all people leaders through a series of workshops to help them be more courageous, human and effective and to develop a common language of leadership.
- Created New Leader Orientation to bring all new leaders up to speed with the tools and language of leadership at Harcros.
- Provided assessments, in-depth development and individual Immunity to Change coaching for the Senior Leaders.
- Established *Guiding Principles of Leadership* with accompanying materials and training modules to clarify key non-negotiables for all formal leaders within Harcros.
- Developed a library of micro-learnings to reinforce key leadership tools.
- Identified key leadership competencies/practices for each level within the organization.
- Assessed leadership bench strength (specific to the Guiding Principles and competencies) to provide clarity and guidance to support succession planning and tailored development for leaders.
- Provide ongoing on-demand coaching for leaders to help them get out of their own way and be more effective/
- Create a Leadership Playbook to formalize key aspects and expectations of being a leader at Harcros.

## TWCS SURVEY

We have implemented our Thriving Workplace Culture Survey (TWCS) 4 times since 2018 to help measure the impact of their efforts and guide their culture journey (approximately every ~18 months).