



The Corporate Lab[®]

Rapid solutions to persistent problems



In today's fast-changing world, organizations need to be agile. Frustrating inaction on critical problems teaches people to be anything but agile, accepting the status quo even when it is clear the status quo leads to failure.

It doesn't have to be this way...

Seemingly impossible-to-solve issues plague even high-performing organizations. Repeated attempts to fix the problem keep stalling out. The truth is, problems go beyond the surface and won't get fixed until we think and act differently. **Continuing to fail to find a solution is not only costly, it also creates a culture of passive resignation. People accept "this is just how we do it here."** Such surrender is extremely corrosive to the organization's overall performance.

Fortunately, the opposite is true as well. When leaders demonstrate the ability to quickly overcome previously insurmountable challenges, wins multiply. People learn to operate with agility and speed, collaborating and freely sharing ideas. They find their work more satisfying and become more productive and better able to delight their customers.

The Corporate Lab® helps leaders teach their organization a new way to operate, beginning with an important and rapid victory.

The Corporate Lab® brings together employees closest to the issue, including those on the front line. **In 30 days, this small, nimble team develops a pilot that solves a big, thorny problem in an entirely new way.** This solution may lead to a major cost saving, a leap forward in quality, a reduction in product development time, or some other big improvement—each an important win in its own right—while leading to an even bigger payoff.

By enabling the employees who know the issue best to approach it in a completely new light, The Corporate Lab® helps them break old paradigms, work collaboratively, and identify new solutions. **They learn to trust each other and to work together effectively, while gaining confidence that their organization is built to win.**

The Corporate Lab® Difference

- **Move with speed.** In 30 days, your team develops a pilot to solve a serious problem.
- **Your people take the lead.** Instead of engaging outside experts to solve your issue, frontline employees who know your business best are empowered to solve the problem and implement the solution.
- **Break free from “the way things are done here” thinking.** The Corporate Lab® experience helps people throughout the organization think in a new way and achieve dramatically different results.
- **More than 95 percent of our solutions have been fully implemented.**

Our Four-Step Approach

The Corporate Lab® is more than a training course or business simulation. It is an intensive 30-day process with four key steps: **focus** on an ambitious goal; **experience** our unique laboratory; **apply** insights and problem-solving to your operations; and **embed** the new competencies in the organization.



1 | Focus

Set a transformational target—a big, seemingly unachievable goal that will serve as the barometer of your success.

We work with you to identify a high-value opportunity that will significantly improve your performance, whether it's high-cost positioning, optimizing the customer experience, or gaining market share.

2 | Experience

Learn to think differently, challenge assumptions, and turn resistance into passionate advocacy.

Next, your empowered team attends a two-day, immersive experience at The Corporate Lab® full of familiar—and frustrating—challenges. Participants work for a company rife with problems and issues relevant to their own real-world situation. They emerge recognizing the strengths, behaviors, and long-standing beliefs that hinder change. The experience provides your team with a new set of “lenses” to view how their work is—and could be—performed.

Your team learns how to apply design thinking, agile concepts, and the scientific method to solve real business challenges.

3 | Apply

Achieve measurable, sustainable results within 30 days.

Apply lessons learned in The Corporate Lab® to rethink the challenge that brought the team together.

A dedicated senior advisor works onsite with your team to challenge the status quo, collaborate across silos, conduct thoughtful experiments, and quickly pilot a working solution in your organization.

After 30 days, the team delivers a fully operational pilot—not a PowerPoint deck—that yields immediate and dramatically improved results. **Most pilots deliver an annual payback of 3 to 10 times the initial investment.**

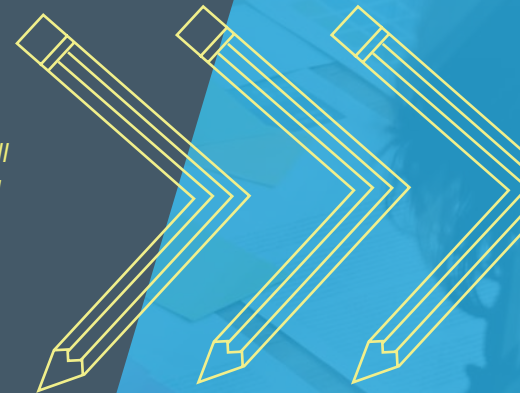
“We delivered results that added tremendous, sustainable value to our organization—all while having fun in a real team-building environment. The Corporate Lab team worked closely with us to build a program that fit our culture and needs. For any organization serious about improving operating performance, I would strongly recommend The Corporate Lab.”

– David Bedard, CFO and Senior Vice President, New York Life

4 | Embed

Enable your team to apply this approach to other business challenges.

After your team has experienced the impact of The Corporate Lab®, your leaders are trained to put this approach to the test for another enterprise-wide opportunity. Embedding the new problem-solving capabilities into your organization allows you to accelerate the speed and scale of organizational change and drive transformation.



Case Study

Giving frontline employees a voice in change

The Challenge

Migrating clients to e-delivery communications was an essential, but elusive, component of a North American financial services company's strategy. The change would allow customer communication in real time, deepen customer relationships, and reduce costs. Every percentage point of customer adoption was worth \$1 million of net operating income. Over a five-year period, e-delivery adoption increased to just 19%, despite efforts to roll out a firm-wide initiative. **Improvements were needed, and the company couldn't pinpoint why adoption rates remained so low.**


The Insight

A cross-functional team of frontline managers came together to root out the issue in an intensive, two-day working session. The initial goal was to double the adoption rate to 38% within 12 months. Instead, the team proposed an adoption rate of 100%. After debunking obvious problems and conducting a customer survey, the team spent a week in

branches observing interactions between advisors and clients. **They quickly realized advisors were resistant to recommending e-delivery due to a fixed mind-set based on long-held beliefs.** Advisers didn't really understand the benefits of e-delivery, feared losing control of clients to the firm, and worried client relationships would suffer.

The Result

Within 30 days, the team designed a pilot to shift the mind-set of advisors and instill the conviction that e-delivery was the right thing for clients and themselves. The pilot launched in two regions and proved to be a breakthrough, achieving a 94% adoption rate. **Applying the pilot solution nationally had the potential to save the company up to \$75 million annually in contribution margin.** While the strategy to go electronic came from senior executives, the way forward was entirely the work of frontline managers.



"We were at this paperless adoption process for five years—with only moderate success—yet in 30 days, The Corporate Lab got us to question and challenge our long-held beliefs, and the results speak for themselves."

– Team Leader

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Heidrick & Struggles serves the executive talent and leadership needs of the world's top organizations as a premier provider of leadership consulting, culture shaping, and senior-level executive search services. Heidrick & Struggles pioneered the profession of executive search more than 60 years ago. Today, the firm serves as a trusted advisor, providing integrated leadership solutions and helping its clients change the world, one leadership team at a time.

Visit www.heidrick.com/thecorporatelab to learn more about how The Corporate Lab® can help achieve rapid business results.

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