



Case Study – Maytag

Challenge: Over several years, Maytag had acquired a number of companies, which led the organization to become – and be seen as – a de facto holding company, a situation that distressed investors and confounded employees. The enterprise housed 8 major brands including Hoover, Magic Chef, Jenn-Air, Admiral, and, of course, Maytag. Management needed to explain the value-creating logic of the whole, but the 8 different brands felt little connection to the parent, which complicated the challenge. In short, the identity of the enterprise was in disarray.

Action: Building off of the results of a comprehensive identity analysis, a one-day meeting was organized with executives from the 8 companies. Its theme was framed around the value-creating capacities that framed the identity of the enterprise, rather than around the individual brands. The discussion was divided into two parts: *what* Maytag does to create value, and *how* the company does it. Consensus was reached. The executive team drew out the operating implications of the company's identity, which ultimately became the corporate mission: *to improve the quality of home life by designing, making and servicing the best appliances in the world.*

Result: Consistent with the mission, operating plans were incorporated into the 8 businesses, which capitalized on their natural synergies. While product brands remained, all companies became 'Maytag.' On the strength of this event, management was able to explain the deeper meaning of Maytag to all stakeholders.

"One of my frustrations as CEO has been that I know we have the full range of competencies to give us significant competitive advantage, but I could not prove it. The identity work Larry Ackerman has led shows that we do."

**Len Hadley, Former CEO,
Maytag Corporation**

Roadmap to Value Creation

An In-Depth Identity Leadership Program for CEOs and Their Teams

Are you searching for proprietary ways to capitalize on the recession, while positioning the company for long-term growth?

Is innovation in management thinking as important to you as product innovation?

Would having a leading indicator that predicts employee engagement and business performance influence the way you shape strategy?

Creating value in the marketplace – *proprietary value* – is the key to a healthy and prosperous enterprise in this, or any, economy. But getting there calls for more than rigorous cost management and maintaining profitability. It calls for understanding and operationalizing the unique characteristics that define the organization's value-creating potential – its core identity.

Over the past 25 years, *Identity-based management* has been a stabilizing force for many organizations during difficult times and now is proving to be a leading indicator of critical results: New quantitative research shows powerful correlations between organizational identity, employee engagement, and business performance. In short, *a strong identity drives value creation.*

To help CEOs and their teams capitalize on the power of identity, we have designed a comprehensive introduction to identity-based management, which you can use to improve value creation practices and processes, starting now.

Built upon 8 Essential Questions, this program will give executive management teams a new perspective on how to:

- Discern the company's value-creating potential in ways that can sharpen your business model
- Develop more effective business strategy by gauging organizational identity strength and its impact on value creation
- Clarify the hidden value-creating structure of the organization
- Align strategy, brand and talent management
- Alter competitive dynamics in your favor, in today's turbulent economy

In sum, Catalyst™ provides a strategic framework that not only helps CEOs and their teams better meet current business challenges, but that fundamentally changes how all management challenges will be addressed in the years ahead.

About The Identity Circle

The Identity Circle is a research, education and consulting company, which helps organizations and individuals clarify and capitalize on their unique, value-creating capacities in ways that dramatically improve performance, impact and reputation. The company offers Identity Alignment Surveys, Identity Mapping® courses for employees and individuals, and specialized consulting programs for senior executives and their teams.

The Identity Circle is founded on the life-long study of identity by Larry Ackerman. Mr. Ackerman's work has helped put many leading organizations on the path to long-term value creation, including AARP, Dow Chemical, Fidelity Investments, Gates Corporation, Ingersoll Rand, Korn/Ferry, Lockheed Martin, Maytag, and State Farm Insurance.

The work of The Identity Circle is codified in two groundbreaking books by Larry Ackerman, *Identity is Destiny: Leadership and Roots of Value Creation* (for companies) and *The Identity Code: The 8 Essential Questions for Finding Your Purpose and Place in the World* (for individuals).

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How we work with you

Catalyst™ has three main steps:



Step 1: Discovery

First, each member of the executive team, independently, answers 3 questions. Responses are submitted to us for review and analysis.

- *Other than financial pressures, what do you believe are the greatest challenges to creating value in this economic environment?*
- *What distinctions, if any, do you draw between creating value and creating wealth, and how do they affect management goal-setting?*
- *What is the core value proposition of the enterprise as a whole and to what extent do you believe your employees understand it?*

Second, we conduct an online review of the company and its industry, including key enterprise-level competitors, selected together, in advance.

Step 2: A One-Day Identity Leadership Workshop

- We present the answers to the Discovery questions as a way to frame the workshop
- We share the results of quantitative research that demonstrates the impact of identity on employee engagement and performance
- As a group, we discuss the 8 Essential Questions, how each relates to the Discovery answers, and its particular leadership implications
- Specific conclusions are drawn and/or actions identified with respect to each question and its impact on value creation

Step 3: Executive Action Plan

The Identity Circle submits a final 2-part report. Part 1 summarizes agreed-upon conclusions and proposed actions that connect identity-based management with your value creation practices and processes. Part 2 establishes an expanded frame of reference for shaping corporate strategy and business operations in the future.

* The 8 Essential Questions are drawn from *The Identity Code*, by Larry Ackerman, and have been adapted to meet the needs and challenges of organizations. To preview the 8 Questions, go to www.theidentitycircle.com.