



T: +(65) 6274 5145

www.DeepImpactOnline.com
coach@deepimpactonline.com



CASE STUDY:

UNIFIED LEADERSHIP: TRANSFORMING DUAL CULTURES FOR TECHNOLOGICAL EXCELLENCE

Fostering Stronger Industry Partnerships and Accelerated Go-to-Market Strategies



Industry: High Tech

Companies: Advanced Remanufacturing and Technology Centre (ARTC) and Singapore Institute of Manufacturing Technology (SIMTech)

Combined Headcount: 800

Corporate Offices: 3

Profile

The Advanced Remanufacturing and Technology Centre (ARTC) and Singapore Institute of Manufacturing Technology (SIMTECH) are both Research Institutes under Singapore's Agency for Science, Technology and Research (A*STAR).

ARTC develops high-quality Research and Development solutions for Multinational Original Equipment Manufacturers (OEM) in the Aerospace, Automotive and Marine industries.

SIMTECH develops high-value manufacturing technology and human capital to enhance the competitiveness of Singapore's manufacturing industry. They have 11,000 collaborations with more than 3,700 companies in precision engineering, medtech, aerospace, automotive, marine, oil & gas, electronics, semiconductor, logistics and other sectors.

Their talent comprises scientists, researchers, engineers and manufacturing specialists.



Website

ARTC <https://www.a-star.edu.sg/artc>

SIMTECH <https://www.a-star.edu.sg/simtech>

Challenges

The rapid expansion of ARTC and SIMTECH led to different leadership styles and they wanted a consistent way for leaders to engage their staff, lead change, improve client experiences and be the technology leader in high-tech manufacturing solutions.

The senior leadership team knew that the transformation of their people's mindset was essential. Change was difficult and client demands were increasing.

The senior leadership team identified five key areas that they wanted to improve on:

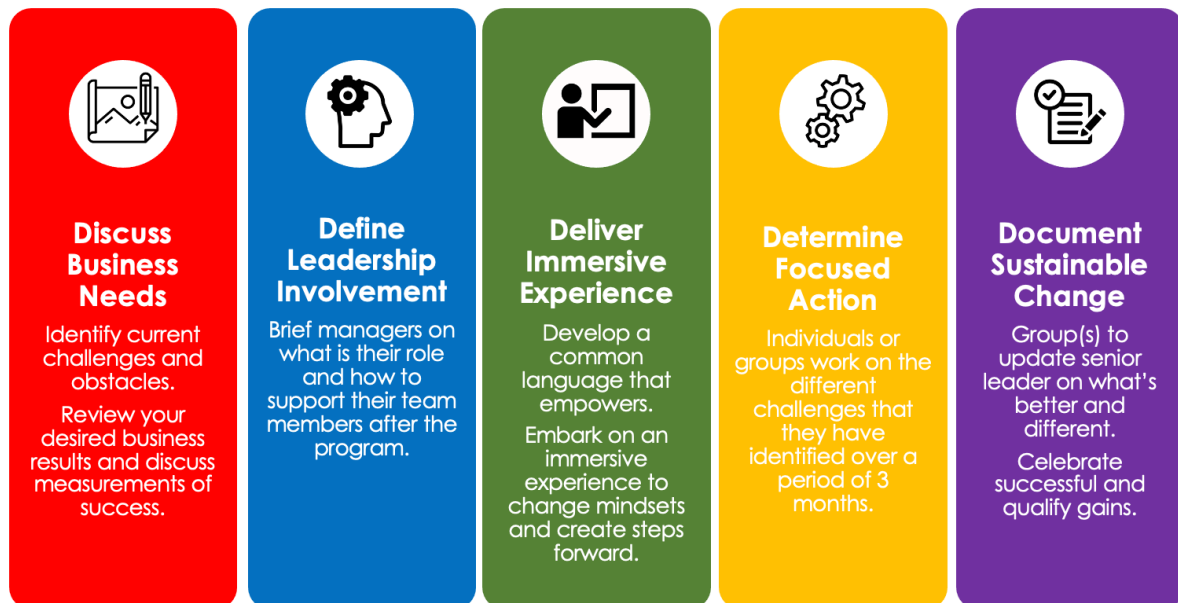
1. Research excellence: better quality and outcomes.
2. Strategic initiatives for industry engagement.
3. Increased collaboration between divisions and groups.
4. Increased staff engagement.
5. Better research resourcing and workload distribution.

"Deep Impact addresses important issues that leaders face—how to identify what they want out of situations and take active steps towards it. It outlines how one can move towards their goals and create quick wins. This intervention has helped my organisation tremendously."

Dr David Low

Chief Executive Officer for both
Advanced Remanufacturing and Technology Centre (ARTC)
Agency for Science, Technology and Research (A*STAR)

Intervention and Results



5Ds Framework for Translating Training Interventions to Business Outcomes

Deep Impact introduced their proprietary 5Ds Framework to map out ARTC and SIMTECH's business outcomes, training intervention and application. They aligned leadership discussions, initiatives, processes and worked with three different tiers of leadership: senior leadership team, divisional directors and middle managers to roll out a consistent language and culture.

Senior leaders were engaged to describe the business outcomes and identify measurements of success. This created a clear business case of why the intervention was needed. Leaders were also enrolled in setting the tone of the training program and described it as critical to the success of their work.

After participants completed their training programs, they identified specific projects in the five key areas described above. In addition, they had to practice leadership conversations with their team members over three months.

At the end of the application period, for leadership accountability, each participant reported their leadership conversations, observable behavioural improvements and project results to the senior management.

As a result, ARTC and SIMTECH could:

- Reduce the duration of existing meetings by an average of 60% and 100% of leaders felt it created better quality conversations.
- Understand what their clients value and implement faster go-to-market strategies (some projects reported 30% shorter lead times).
- Create stronger partnerships with industry partners and forge themselves as the leading research institute of their industry in Singapore. Net Promoter Score increased by double digits (the exact number is confidential).
- Redesigned internal processes to involve colleagues in Organisational Development matters and increased staff engagement.