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# The Power to Change.™

## 40 Years of Research, Development, & Success

Positive and productive management of change is the key to growth in today's fiercely competitive marketplace. The Grid Power to Change program is a proven method of empowering individuals, teams, and organizations to address and capitalize on change with confidence and enthusiasm.

Grid International (formerly Scientific Methods) was founded in 1961 by Drs. Robert R. Blake and Jane Mouton, two pioneering behavioral scientists in the field of professional training and organization development. Since its creation, the worldwide company has been devoted to developing organizations where people feel a deep personal stake and commitment to achieving excellence. Translated in over 16 languages, the Grid approach has proven effective regardless of industry, country, or culture. Today, we have a network of over 40 associate offices around the world conducting Grid organization development activities in a range of industries. Blake and Mouton's fundamental principles have stood the test of time, proving even more relevant today for a fast-paced and competitive workplace where sound communication and commitment are vital for success.

### The Grid Experience—The Difference is in the Learning

Unlike other training approaches, Grid's experiential, team-based learning shifts the responsibility for learning, practice, and change into the hands of participants. Within teams, participants initiate, implement, and measure the results of new skills. This level of team involvement and responsibility make the learning self-convincing and long lasting.

Grid learning stands out from other approaches in four distinct ways.

- 1. Participants take personal responsibility.** Grid training is not taught—but rather the learning comes as a result of individual “buy-in” based on experience. For each activity, teams define and practice how to proceed, resolve obstacles, make necessary changes for improvement, and experience the results.
- 2. Results are measured.** Behaviors often considered too subjective for critique are defined in objective and measurable terms. The impact of individual and team action is measured from multiple perspectives to understand the direct relation of behavior to results.
- 3. Learning is theory-based.** A comprehensive theory of leadership styles and behavior provides a foundation for change. Participants discuss the theory to define the soundest approach before starting any change efforts.
- 4. Grid addresses the whole organization,** through all levels, from the CEO down.

### Why it Works

The Grid approach gives people the power to change by addressing the fundamental values and attitudes that influence behavior. The success of the program lies in its proven ability to address personal values and beliefs regarding productivity. By addressing values, people are motivated to change because they believe in and are committed to newly appreciated behavior. These efforts to change are supported by an environment that

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*“Looking at the last several years, I realize we achieved the greatest success where our actions were most consistent with Grid principles. Our goals for the future are ambitious. They can only be attained by creating a Newmarket company culture that will empower, stimulate, and reward creative, problem-solving people.”*

Bob Horgan, CEO, Newmarket Software Systems, USA

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encourages continuous improvement and high standards of excellence.

The Grid approach facilitates participants in identifying both the soundest and actual means of operating.

The resulting behavioral gap creates the motivation for change. Participants use a theory of leadership to articulate, clarify, and agree on the soundest behaviors. This foundation establishes an understanding up front of the values and attitudes that people share. This step may sound basic, but it provides a critical foundation. People often work together for years without discussing fundamental values because they have no systematic structure to reference.

Team activities then provide practical skills that pave the way for effective change. Participants learn and practice specific skills in teams and engage in structured critique that measures results on several levels. The skills are common sense to any workplace, and include topics like the best way to take initiative, resolve conflict, and make sound decisions.

## Powerful and Measurable Results

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*“The only program I know of to actually make a difference to the bottom line is the Leadership Grid.”*

Ben Edwards III, Chairman & CEO  
A.G. Edwards & Sons, Inc.

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The Grid approach delivers a structured system for evaluating the intangible area of personal behavior and team dynamics. Every activity is measured so participants can objectively compare goals with results and make improvements. Structured critique becomes the most valuable skill for evaluating how effectively people work together. Participants soon realize that human dynamics are the most powerful influence on personal and team effectiveness. They experience the value of exploring differences of opinion to reach genuine consensus instead of merely seeking compromise. The learning is self-convincing and people leave Grid seminars with a valuable appreciation of critique and feedback—often for the first time.

## The Power to Change an Organization

The Grid learning approach is applied at all levels of an organization and at different stages of development. At the individual level, participants develop leadership and teamwork skills in team situations. Participants then apply these skills in their back-home work environment. In this real-life setting, they begin to incorporate the strategies they have learned, measure the results, and develop and strengthen their personal commitment to organization goals and objectives. Teams then take the learning further by developing effective partnerships with other teams to resolve conflict or complete an effective merger. Every stage includes specific action plans and structured follow-up.

## A Systematic Program for Organization-wide Change

Most leaders are not satisfied with their answers to some fundamental questions.

- Is your organization as productive as it could be?
- Are your people aware of and committed to the highest standards of excellence?
- Is energy directed toward your customer or the competition, or consumed by unresolved internal conflict?

Most leaders spend much of their time attempting to introduce change initiatives—many of which do not work. The reality is that resistance to change within an organization is a powerful force, which can succeed in blocking even the most well intentioned and well conceived initiatives.

Unfortunately, in order to survive in today's marketplace, resistance to change is an issue that no organization can afford to ignore.

Over 40 years of research have proven the Grid Power to Change program an effective strategy to capitalize on change. Using a systematic approach and proven methodology, an organization is able to define and achieve standards of excellence.

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*“I learned skills that are practical tools to improve my leadership. Not a philosophy—but skills to use today.”*

Wendy Boswell, Field Merchandiser, A & P Canada, Inc.

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*“...Effective leadership means for us to cooperate in teams and to reach goals mutually set. Grid describes how to deal with the most important aspects of the leadership process like conflict resolution, initiative, inquiry, advocacy, decision making, and critique. Grid increased our ability to speak a common language. This is the irrevocable requirement for a successful change of the organizational culture.”*

Herrmann Bick, CEO, Grosso/Magnet, Germany

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## Defining the Power

### 1. Individual Development

Leadership Grid Seminar

GridWorks Seminar

Sustainable change is designed to start with the individual. Grid learning begins with establishing a foundation of shared beliefs, values, and skills from which a team, department and entire organization can maximize productivity.

Participants work in teams to gain an understanding of their own impact, the strengths and weaknesses of different leadership styles, and how to realize the potential of people working together. Participants learn skills that support the following ideas.

- open, honest, and constructive communication
- building and reaching consensus
- recognizing, addressing, and resolving conflict
- ongoing critique and feedback

## Strengthening the Power

### 2. Team Development

Building Spectacular Teams Seminar

TeamWorks Seminar

The potential of every organization lies in the ability to make effective decisions quickly. Grid team building seminars explore the core issues of effective teamwork and enable teams to determine their own “soundest” style.

Building on the foundation of individual skill development, teams are able to accurately identify the barriers to optimum teamwork and create action plans to overcome them.

Building Spectacular Teams seminars give teams the power of synergy by applying the individual skills developed in an initial Grid seminar to back-home work teams. Activities unlock potential by removing barriers and strengthening relationships. Team members complete the following steps to define team excellence and build a strategy for change.

- Define sound team norms and compare them with existing norms.
- Clarify team roles and responsibilities.
- Discuss the consequences of personal behavior and develop improvement strategies for each member.
- Address current issues with action plans that include measurement and follow-up.

## Focusing the Power

### 3. Harnessing the Potential of Conflict

Building Spectacular Partnerships

Building Spectacular Mergers

Grid training capitalizes on the existence of diversity and the value of conflict. For an organization to prosper, conflict must be viewed as a source of productive energy and used to further relationships and commitment to organization objectives.

The theory and techniques of Grid conflict resolution provide an essential tool for creating and maintaining synergistic relationships.

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1. Based on extensive and proven behavioral research, Grid International has assisted companies in addressing and resolving organization conflict since 1961.
2. Through a series of measured activities, teams solve problems with an emphasis on shifting the character of a relationship from negative to overwhelmingly positive.
3. The program's strength lies in its self-convincing learning and emphasis on mutually developed solutions.

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*“In the merger of Pharmacia and Upjohn in Japan, Grid has been an important element of building the new company and the new culture.”*

Jan Heiniö, CEO, Pharmacia & Upjohn, Japan

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Used between management and union, subsidiaries, purchasers, suppliers, divisions and departments, project teams and individuals, Grid conflict resolution seminars provide a proven means of forging resilient, healthy, and productive relationships.

## Organization Change—Six Elements for Success

“We have tried half a dozen change initiatives in the last four years and nothing seems to make any difference.”

If this sounds familiar, you are not alone. As prevalent as change is, so are the failed attempts to implement organization change. For change to stick, it must encompass six essential criteria.

1. **Top Led:** The most senior levels of an organization must be both committed to, and personally involved in any type of change initiatives. It is not possible to simply mandate change at lower levels of the organization.
2. **Individual Skills Based:** Participants within the effort must be given the appropriate and critical tools to change behavior. It is unrealistic to expect that “we will recognize and respond to conflict as a source of productivity.” Members need to be given the skills to do so.
3. **Team Based:** In today's organization, it is essential for people to work effectively with and through others. As with other skills, the ability to work synergistically within teams can also be learned.
4. **Line Managed and Staff Supported:** When change initiatives can be introduced and managed from within the organization, rather than in a consultant dependent manner, the odds for sustained change are greatly increased.
5. **Measurable:** In order to maintain commitment and support for an effort, it is essential that the impact of any change initiatives be measurable.
6. **Long-term:** Successful change takes time. Once a commitment to implement any program is made, it must be given the appropriate time to prove its worth. Without the time to take root, even the most promising initiatives will fail to produce; companies switch programs to access the latest “flavor of the month.”

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*“Grid development has had a remarkable impact on our organization. Our efficiency has increased, we handle more issues than a year ago, and manager relations have improved. I am very pleased.”*

Inge Petterson, CEO, Neste Oxo AB Sweden

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