



Center for Creative Leadership  
www.ccl.org

# Transforming Your Organization

The KONE Story

Dedicated to People Flow 

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**William Pasmore, Ph.D.**  
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## Overview

- About KONE
- Things Weren't Working
- Critical Steps
- The Turnaround
- Some Reflections on the KONE Case



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**Poll-** Think back on an organizational challenge that failed and identify why it failed.

- A. Those affected didn't feel enough ownership of the change
- B. Senior leaders delegated the change to others rather than staying involved themselves
- C. The culture ate the strategy for breakfast
- D. Leaders were not aligned and were unable to work together to overcome the obstacles to change

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*Dedicated to People Flow* **KONE**

**History**

- Industrial engineering company for 98 years
- Elevator and escalator business
- Presence in 50 countries worldwide

**Customers**

- Building owners, facility managers, developers
- Segments: Residential, office/retail, public transportation and airports
- 250,000 customers globally

**Size**

- 34,800 employees
- Net sales of EUR 4.6 billion



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**Vance Tang**  
President/CEO  
KONE, Inc.



**Chuck Moore**  
Senior Vice President, HR  
KONE, Inc.

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Things weren't working as well as they could be.



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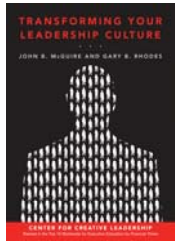
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**John McGuire**  
Senior Faculty, CCL

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Culture – The Elephant in the Room



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## Culture Eats Strategy for Breakfast



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## Organizational Evolution



*A Hierarchy of Culture Exists*

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## Critical Steps



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## The Turnaround...



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## Industry Leadership

- Safety
- Customer Satisfaction
- Employee Engagement
- Profitable Growth
- Environment Excellence

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## Reflections on the KONE Story

- What worked?
- What didn't work?
- What did we learn?

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## QUESTIONS?

Click on Chat and send questions to the Host, Presenters & Panelists



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For general information, contact Client Services at 336-545-2810 or [info@leaders.ccl.org](mailto:info@leaders.ccl.org)

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## Leading Effectively Webinar Series

Go to [www.ccl.org/webinars](http://www.ccl.org/webinars) for details about live and on-demand webinars!

Contact Tracy Dobbins at [dobbins@ccl.org](mailto:dobbins@ccl.org) with any questions about the series.



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