

The Business Case for Inside-Out Leadership

Selected outcomes from organisations working with the inside-out understanding of the mind

The inside-out approach to leadership has a documented track record in demanding business contexts. The following results were achieved and documented by **Insight Principles**, the U.S.-based organisation that trained me in this approach.

↓ from 9% to 1%	\$300m	50%	\$35–40m/yr
Cost of poor quality (defence & aerospace)	Earnings increase in two years (Fortune 50)	Reduction in R&D; process time (biotech)	EBIT improvement from a single day's work

Organisational Results

\$300 Million Earnings Turnaround

A \$3-billion Fortune 50 subsidiary achieved a \$300-million increase in earnings in two years, despite a declining market – the best performance in the company's history and three times what had been deemed reasonable. The performance was repeated for eight of the following nine years.

Product Development Timeline Halved

A global consumer-goods company reduced a product development process from two years to 11 months, contributing a one-off profit improvement of more than \$100 million for that product alone.

Quality Transformation: 9% to 1% Cost of Poor Quality

A multi-billion dollar defence and aerospace company went from being blacklisted by a key customer to becoming a supplier of choice. Cost-of-poor-quality fell from 9% to 1% over seven years. Employee attrition dropped from nearly 10% to 1.5%, with all measures of the independently assessed Employee Opinion Survey improving significantly.

Strategic Deadlock Solved in a Day

Ten members of a food-ingredients company resolved a strategic dilemma around their China business model that had thwarted multiple attempts over four years – in a day and a half. It emerged the “China problem” concealed a fatal flaw in 40% of their global business. Implementation yielded \$35–40 million of EBIT improvement per year.

Five-Year Conflict Dissolved in Two Weeks

A five-year running conflict between two divisions developing the same game-changing technology dissolved in less than two weeks once the real causes were identified and a healthier state of mind became the norm for their meetings.

Morale Turnaround After Leadership Crisis

Following the loss of almost all top three layers of leadership, the remaining team of a \$1.2-billion technology company transformed an environment of fear and reactivity into one of creativity and innovation within 12 months. Revenue improved by over 75% in the following three years.

Individual Results

CEO Shifts Strategic Focus

After struggling to grow a nascent biotech business within a \$35-billion enterprise, a CEO uncovered the needed insight in a single conversation. Within one month he was spending 75% of his time on the new business (vs 15% before). Five years later, the business was on track to reach \$3 billion.

Senior Executive Resolves Six-Month Deadlock in Two Hours

A senior executive resolved a structural problem with a \$120-million Asian joint-venture partner – one that had consumed him for more than six months and repeatedly defied solution – in a two-hour working session.

General Manager Doubles Productivity

A GM of a \$3-billion global specialty products division used his understanding of insight principles to double his own productivity and accelerate business profitability. Earnings grew by an average of 10% annually over five years, making his division the parent company's strongest performer.

General Counsel Improves Settlement by \$10–15 Million

During a 72-hour non-stop trial and settlement process, a General Counsel navigated complex internal and external pressures to achieve a \$10–15-million better result than originally envisaged. He described it as the most satisfying moment of his professional career.

Results drawn from published case material compiled by Insight Principles – a Benefit Corporation and team of executives, entrepreneurs, and psychologists committed to increasing the understanding of how the human mind works to improve human performance and evolve business. David Norris trained extensively with Insight Principles and continues to receive their mentoring. insightprinciples.com

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