

### **CDI Reconciliation Process case study**

#### *Reconciliation between an organization, its employees, stakeholders and clients*

For several months, a multinational wholesaler was unable to import supplies into western Canada. During this time, since the company did not know when they would be able to deliver supplies to their distribution network, they decided not to issue any statement or communication – hoping the situation would eventually resolve itself. Unfortunately, in the absence of information or direction from the corporation, local sales representatives kept promising delivery of supplies week after week. Eventually they eroded their credibility with their retail contacts and with the local population – who both grew increasingly tired of the delay and the unfulfilled promises. The situation threatened to seriously damage the company's reputation and business.

At this point, CDI was brought in to help. They designed a custom reconciliation process based upon a well-known "native healing circle" process practiced by the local population, and a process used in the 1990s in South Africa for people who had been shot or injured during apartheid. In addition, CDI coached the regional manager before the event, rented a local hotel room, invited approximately 80 guests (sales representatives, supervisors and managers) and co-facilitated the reconciliation process.

Over the next three and a half hours the regional manager sat at the front of a room in a circle of 80, prepared to actively listen to feedback. All agreed to ground rules for the process: every half hour the process was halted to allow for a break (and to permit CDI to check in on the manager and reinforce any support he needed). Once the process resumed, the manager remained present, answered each person directly, and offered no excuses. A wide range of emotions were expressed: some laughed, some cried. Each person got an opportunity to describe to the manager their experience and how it impacted them.

Following the reconciliation process, CDI debriefed the manager to ensure that he was able to assimilate, integrate and make peace with the feedback he had been given. The overall process was so successful that even today, three years later, people still speak about the power of the reconciliation process and how they were able to put the experience behind them and move on because they felt heard and respected.

To learn more about CDI's reconciliation process please contact us.