



**Case name: Retaining the Company's
Critical Intellectual Assets**

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Company: National Semiconductor

The Challenge: High Technology Company in Silicon Valley steadily losing top technologists to competing companies in the area.

Purpose:

Mount a program that makes the company's top technologists feel understood, needed, professionally respected, and equitably rewarded.

Existing conditions:

The new CEO had rebuilt the company from near bankruptcy to a strong competitive position. The continuing loss of its top technologists would adversely affect the company's current product development, future growth and success. Key to retaining these critically important employees was a major shift in National's product strategy -moving away from so called "jelly bean" products to more substantive "high protein" products.

Desired outcomes:

Short term: Retain top technologists now on the payroll.

Long term: The company becomes known for the quality of its technology staff by attracting technologists from competitive companies to join National Semiconductor.

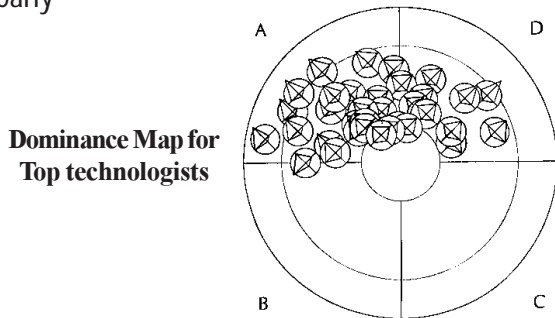
Whole brain intervention methods:

Organization Planning and Development (OPD) working with Herrmann International provided the centerpiece of a company-wide program honoring its technologists. The one-day program assessed the thinking styles of the top fifty technologists in the company and provided their individual HBDI profiles, followed by an interpretation of the composite profiles of this special group.

Heterogeneous teams were formed and guided through creative problem solving processes, which demonstrated the existing creative capability of the organization. The technology-based approach to whole brain creativity aligned well with the technology focus of the National Semiconductor culture.

Summary of outcomes:

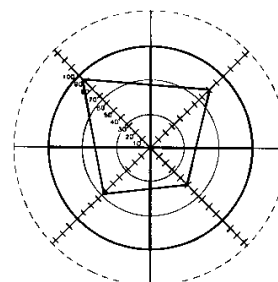
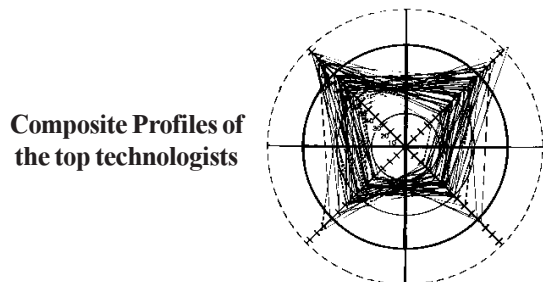
The technologists loved the attention and enjoyed the day spent providing them with personal understanding of their specialized mental preferences. They came away feeling good about themselves and the work that they do. Overall, the intervention helped build the self esteem of the technologists and a strong sense of community within the group. **Communities of practice** began to emerge within their discipline, resulting in increased technical collaboration between technologists throughout the company



Optimizing the results:

Short term: There was immediate follow-up with adjacent organizations to provide them with an understanding of what took place with the technologists.





Long Term: The primary consultant, Paul Gustavson, followed up with continuing supportive input to the product development process, the technology managers and the CEO.



Measurement cri

The success measurement process allows for up to 100 points to be allocated to each of the four quadrants of this Whole Brain process. The success measurement points are allocated as follows.

- A quadrant: Technological advances
- B quadrant: Implementing the one-day creativity program
- C quadrant: Building of esteem, facilitating communities of practice
- D quadrant: Unleashing of creativity and innovation

| Metaphors | | Success measurement points | |
|--|--|----------------------------|---------|
| A  | D  | A 100 | D 90 |
| B  | C  | B 50 | C 90 |

