



Inspirus Consulting, Inc.



Nike Case Study

Topic: Leadership Training, Development, and Trust Building

Opportunity

Nike was founded in 1964 and they had more than 74,000 employees as of May 2023. They are the top brand for sports and fitness enthusiasts. One of their apparel manufacturing and supply chain centers operated for almost a year without on-site Human Resources (HR) presence. The facility had several hundred full time and contract staff. The leadership team were accountable to deliver customer demands while also managing employee challenges and policy concerns daily. There were opportunities in the areas of employee retention, engagement, and productivity. The leadership team had become somewhat self-sufficient after not having an HR person onsite.

Approach

After building a deeper relationship with the staff and leadership team over time, the focus then shifted to understanding the root cause of the key challenges and opportunities. The data pointed to leadership training and development and a lack of trust with new stakeholders at the facility. A collaboratively designed training and development strategy and curriculum was rolled out. We ensured the training schedule and topics included leader input and accommodated all 3 shifts across the facility. There were also several trust and relationship building efforts and investments that were also implemented. One of the most significant efforts was intermittently working on the manufacturing shop floor with employees to better understand their jobs.

Outcomes

Trust among HR, leaders, and staff slowly improved. The collaboration with leaders resulted in a 30% increase on the bi-annual Employee Engagement survey. We also worked with the Corporate Compensation department to institute a Broad Band Compensation system which included a pay increase for manufacturing staff (this was due to job re-evaluations after learning more about job duties by working in manufacturing).

Insights

Leaders realized partnering with HR can add value and provide an opportunity to stay focused on their primary role. A well-known Organization Development frame of reference was also validated (process and relationship will always be greater than any task or issue).