

Motorola Semiconductor

The Company

- The Semiconductor Product Sector of Motorola is the world's second largest provider of semiconductor components and products.

Business Need

- Motorola Semiconductor had revenues of \$1.5 billion; was number seven in its market; but was losing market share to Toshiba and Hitachi.
- Sales people had become complacent and were unprepared to compete effectively.
- Key managers were accustomed to driving results by driving solutions – never by getting real buy-in.

The Effort

- The Leadership Challenge Workshop was implemented with about 250 managers over a three-year period.
- Leadership training was also provided to the support organization of about 200 people.

Business Results

- Real and lasting behavior change among managers created a shared vision, a committed team, and a culture of recognition.
- Post workshops, the team won 70 percent of all design submissions: \$1 billion and \$2 billion in consecutive years.
- Moved from number seven to number two in market share.

“The Leadership Challenge has been a key factor in our rise from number seven to number two in the world semiconductor market in just five years!”

-- Chuck Thompson, former Senior Vice President & Director,
World Marketing Organization