

WHEN THE RISK IS REAL BUT THE CAUSE IS INVISIBLE

THE SITUATION

For this client, R&D was not a support function. It was the source of their competitive advantage. The institutional knowledge, active IP, and specialized expertise carried by their research staff represented years of compounding investment that no budget line could simply replace.

When research staff turnover began climbing, the business risk was immediate and specific. Every departure was a loss of knowledge the client could not afford to lose and competitors could not afford to ignore.

THE CHALLENGE

Internal reporting flagged the problem. Exit interviews were conducted. Causes were discussed at length. And yet no clear picture emerged.

Neither produced a diagnosis the client could act on. The risk was real, measurable in its consequences, and invisible in its cause.

THE SOLUTION

Corporate Dynamic Profiler™ (CDP) was administered to the leadership and management group responsible for research staff. CDP measured what the client's own systems had no means of capturing: the degree to which leaders shared a common understanding of how research staff needed to be managed.

What it found was a significant misalignment across the group — in priorities, communication standards, feedback practices, and expectations. The asset the client was working hardest to protect was being quietly undermined by the very leadership responsible for protecting it.

With Corporate Dynamic Profiler™ identifying the precise location and nature of the misalignment, MAOS was deployed to surface the attitudinal drivers behind it. Feedback and Expectations Management emerged as the most critical areas.

Targeted development followed.



WHAT CORPORATE DYNAMIC PROFILER REVEALED

Corporate Dynamic Profiler™ revealed that leaders held fundamentally different beliefs about how research staff needed to be managed. Expectations, priorities, communication standards, and feedback practices varied significantly across the group. Researchers were not experiencing inconsistent management by accident. It was the direct result of unmeasured misalignment at the leadership level — invisible as not captured by any of the systems the client had in place

The risk was real before Corporate Dynamic Profiler™ was administered. The difference is that after CDP, it was no longer invisible.

Misalignment is the variable most organizations never measure. Corporate Dynamic Profiler™ makes it visible before it costs you.

Learn how Corporate Dynamic Profiler™ works for your organization. [Schedule an Executive Briefing with Revolving Change here.](#)