

# Transforming Culture in a Manufacturing Environment

## The Challenge

The organization was experiencing several workforce challenges that were affecting both performance and culture, including:

- Persistent negative attitudes and disengagement on the production floor
- A concentration of “bad apples” impacting team morale
- Inconsistent performance and accountability
- Hiring practices that prioritized speed over fit
- Limited confidence in external recruiting partners

Leadership recognized incremental fixes would not solve the issue. This required a cultural reset, not just backfilling roles.

## TRC's Approach

### 1. Culture-First Talent Reset

- Instead of simply replacing workers, leadership made intentional decisions to:
- Address underperformance and toxic behavior
- Realign expectations around accountability and teamwork
- Set a clear standard for what “good” looks like
- This required difficult but necessary decisions to remove individuals misaligned with the future culture.

### 3. Empowering Hiring Managers with Optionality

- A critical shift was giving hiring managers more choice and control. Instead of reviewing a single candidate under time pressure, they had:
- Curated shortlists of qualified candidates
- The ability to select for fit, not just availability

### 2. Building a Recruiting Flywheel

- To sustain change, the company implemented a recruiting flywheel — a repeatable, scalable hiring engine designed to consistently attract and select the right talent. Key elements included:
- Clearly defined ideal candidate profiles
- Structured screening for attitude, reliability, and coachability
- Consistent interview frameworks for hiring managers
- Ongoing candidate pipelines instead of reactive hiring

### 4. Partnering with a Trusted Talent Provider

- The company recognized they needed more than resumes. They needed a true partner, so they engaged a recruiting provider that could:
- Deliver consistent candidate flow
- Align with their cultural standards
- Act as an extension of their team
- Bring process discipline and market expertise

## The Results

The organization saw meaningful improvements in culture, accountability, and hiring confidence. As negative influences were reduced, morale strengthened and managers made better hiring decisions through a more disciplined process. Most importantly, the company shifted from reactive staffing to a sustainable recruiting engine built for long-term growth.

