DELPHON



vivo® TEAM

CASE STUDY

Executive team shows measurable improvement in effectiveness and alignment across all key indicators.

"What impressed me most was how quickly the team put the tools into practice. This wasn't theoretical training. It gave us a common language, improved accountability, and helped us operate more effectively as a leadership team."

- Joe Montano, President & CEO, Delphon



"It's strengthening accountability and leadership competence, and we're committed to continuing that momentum into the next phase."

- Program Participant

DELPHON

COMPANY BACKGROUND

Founded in 1980 and based in Hayward, California, Delphon is a premier provider of advanced polymer and adhesive materials, specializing in protecting fragile components for the semiconductor, medical, electronics, and optoelectronics industries.

INDUSTRY:
Manufacturing

SOLUTIONS:
People Analytics: Vital Statistics Report
Leadership Development Program (15 weeks)
1-to-2-Coaching

CHALLENGES

In 2024, Delphon identified leadership development as a strategic priority following a senior leadership strategic planning session where culture, training, and leadership effectiveness emerged as key concerns.

The executive team included leaders with vastly different tenure levels, from 20+ years to less than three, who were navigating significant change and integrating newer leaders with strong professional backgrounds but limited experience within the organization.

The CEO found it challenging to align the team, often encountering resistance rooted in long-standing practices. With a desire to strengthen cohesion and accountability while establishing a common leadership language across the business, Delphon recognized the need for a structured development initiative that could unite its geographically dispersed leaders and support measurable growth.



> ***"Our team has made meaningful progress towards improved visibility and alignment."***
>
> *- Program Participant*

APPROACH

Delphon engaged with Vivo Team to deploy a Leadership Development Program for their executive team that included the President and CEO, Senior Executives, and VPs.

The executive team created a Vital Statistic Report (VSR) by responding to a detailed series of statements related to the six key indicators of high performance: communication, interactive feedback, accountability, emotional intelligence, structures, and cohesion. The VSR identified areas for improvement and other factors contributing to the costs of lost productivity. Based on the VSR data, the program focused on communication and structures.

Live, virtual instructor-led training and group coaching sessions were delivered in interleaving segments. Each session was supported with micro-learnings on a company-specific learning experience platform. The 1-to-2 coaching sessions deepened the learning while allowing the leaders to share ideas and gain key insights into how the organization works. The program ran for 15 weeks.

BENCHMARKS FOR SUCCESS

Measurable Improvements in Effectiveness
Using VSR and analytics data, success would include visible improvements in leadership behaviors tied to accountability, cohesion, and effectiveness. If the data shows meaningful growth and supports better decision-making, it reinforces the credibility and long-term value of the program.

Increased Executive Team Alignment
Success would be demonstrated by the executive team's improved ability to work together efficiently, adopt a unified leadership language, and align behaviorally across the organization.

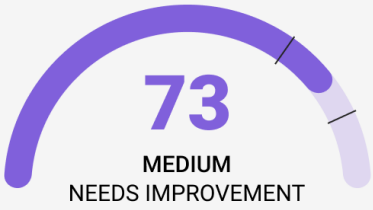
Demonstrated Return on Investment
Given the company's history of not investing in development, success must include clear evidence of return—such as stronger performance, improved engagement, or operational effectiveness. Just as important is cultural proof that leadership development drives growth, helping turn skeptics into advocates for continued investment.



> ***"The areas that we agreed would have the most impact—communication, interactive feedback, and structures—have all improved."***
>
> *- Program Participant*

RESULTS

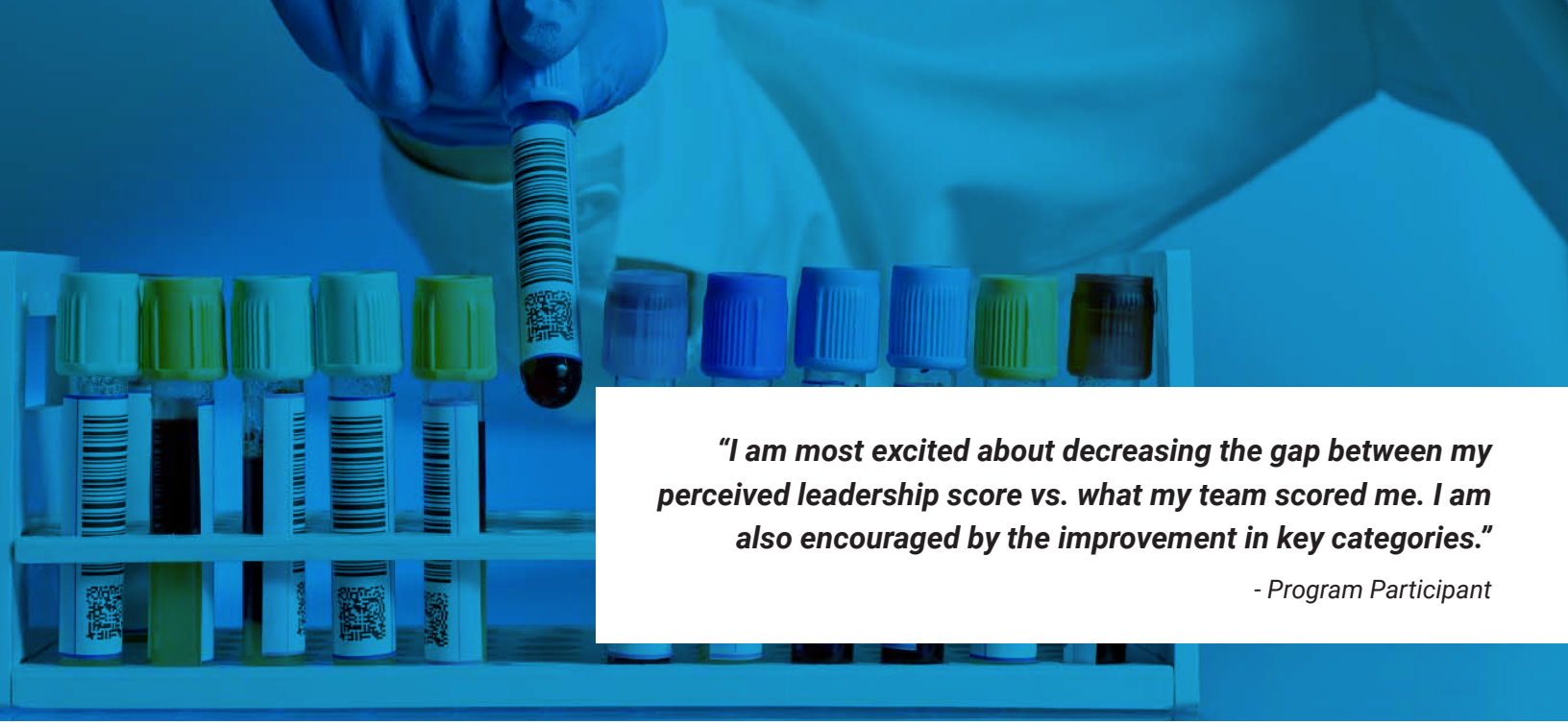
Effectiveness: LOW 0-64 | MEDIUM 65-79 | HIGH 80-100

Team Effectiveness	Leader Effectiveness	Cost of Lost Productivity
	**EFFECTIVENESS GAP**	**RECLAIMED**
	13 → 3	**$121,653**
16% Performance Improvement	**77% gap reduction**	**15.9% decrease**
Overall team effectiveness moved from 63 (low) to 73 (medium).	*The leader effectiveness gap moved from 13 to 3 points, an indicator of increased alignment among the executive team.*	*The reclaimed cost of lost productivity after training was $121,653 (a 15.9% decrease).*

INCREASED TEAM EFFECTIVENESS

The Delphon executive team saw a **16% performance improvement** in overall team effectiveness, moving from 63 to 73. A score of 80 indicates a highly effective team. All six key indicators showed improvements, with **interactive feedback and structures** showing the most significant gains with a **24% increase in effectiveness**. Here is the breakdown by key indicator:

KEY INDICATOR	VSR 1		VSR 2	EVIDENCE-BASED IMPROVEMENT
COMMUNICATION	66	→	72	9% improvement
INTERACTIVE FEEDBACK	55	→	68	24% improvement
STRUCTURES	59	→	73	24% improvement
ACCOUNTABILITY	65	→	72	11% improvement
EMOTIONAL INTELLIGENCE	63	→	73	16% improvement
COHESION	68	→	79	16% improvement



"I am most excited about decreasing the gap between my perceived leadership score vs. what my team scored me. I am also encouraged by the improvement in key categories."

- Program Participant

IMPROVED TEAM ALIGNMENT

At the start of the program, the Delphon executive team rated their CEOs leader effectiveness at 72 and the CEO rated their own effectiveness at 85. This indicates a 13 point gap between how the CEO perceives their behaviors and how the team members perceive their behaviors. After the program, the team rated the leader effectiveness at 78, **an 8% improvement**. The CEO now rated their own effectiveness at 81, **closing the gap** from 13 points to 3 points, indicating **increased alignment** among the executive team and the CEO.

DECREASED COST OF LOST PRODUCTIVITY

The Delphon executive team **reclaimed $121,653** in lost productivity, moving from $766,415 at the start of the program to $644,762 afterward. The program received a **100% recommendation rate** from the participants who responded to the survey

NEXT STEPS

Delphon has committed to ongoing, continuous learning experiences with Vivo Team. Following the initial program engagement, they have pathed out a plan to develop more leaders throughout the company. The HR team has integrated Vital Statistics Report analytics into the leader's personal performance plan and career development at Delphon.