



## WYNDHAM

VACATION OWNERSHIP®

## TEAM PERFORMANCE PROJECT MANAGEMENT

Wyndham Vacation Ownership (WVO) is the world's largest developer of flexible vacation ownership products.  
13,000+ employees | Portfolio of more than 185 resorts | 23,000+ individual vacation ownership units

“To successfully complete a project of this scale in such a short amount of time was no small feat.

**Emergenetics played a vital role in enabling us to complete this multimillion dollar project** that incorporated more than 25 key leaders and impacted thousands of employees — and we were able to do so ahead of time and on budget.”

**Sarah King**  
EVP Human Resources, WVO

### THE BUSINESS CHALLENGE

WVO is the largest division of Wyndham Worldwide and is growing rapidly. In order to overcome growth-oriented challenges and the accompanying corporate culture changes, WVO embarked on a huge initiative to relocate to a new corporate headquarters.

This massive undertaking incorporated a multimillion dollar renovation of a 25,000 square-foot building which would house all of WVO's corporate employees in one location.

This project created unique challenges for WVO in employee and organizational development:

- **Increased Headcount:** With expansion into new markets and acquisitions of new brands and properties, new employees were continually being added to the WVO organizational realm.
- **Corporate Culture Alignment:** WVO must navigate and embody the overall Wyndham Worldwide corporate culture even in a separate location (Orlando, FL) from the NJ-based Wyndham Worldwide headquarters.
- **Employee Workspace Needs:** With considerable growth, WVO faced real, definable issues related to workspace requirements and employees in different locations.



THE NEW WVO HEADQUARTERS

## CRITICAL SUCCESS FACTORS

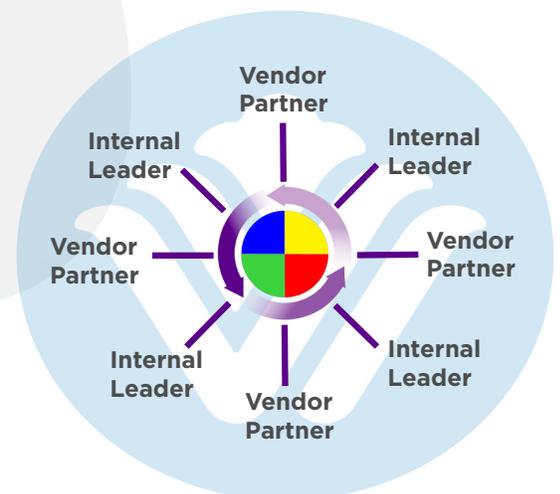
With a project this massive, WVO had to meet critical success factors in order to achieve timing, cultural, and financial needs. These factors included:

- **Project Team Development:** WVO needed to quickly assemble a high-performance, internal team encompassing multiple departments and levels.
- **Internal and External Collaboration:** WVO needed to bring together a full roster of outside, independent vendors who would all need to work together seamlessly.
- **Wide-ranging Stakeholder Development:** WVO needed to bring diverse audiences aboard—from employees, to WVO leadership to Wyndham Worldwide leadership—and create real, genuine buy-in.
- **Data Integration:** Data centers are vital to WVO operations and these operations centers needed to be centralized and moved without losing operability.
- **Cultural Adoption:** WVO needed to create a cultural model that employees could recognize.
- **Timing Coordination:** Organizational budgets and departmental focus was built around specified project completion dates, with significant budgetary and productivity implications around meeting deadlines. Additionally, all employees and hardware needed to vacate current locations at key timeframes.
- **Cost Control:** As a multimillion dollar project spanning nearly a year, staying on budget and on time was crucial for success.

## THE SOLUTION

WVO assembled a multidisciplinary, high-impact project team comprised of more than 25 internal leaders and external vendors and partners.

- Vendor partners ranged from architects and designers to IT and brand consultants.
- External partners represented a majority of the Project Team and more than 8 distinct companies.



Emergenetics provided a communication hub for vendors and WVO staff.



## THE EMERGENETICS EFFECT

Emergenetics was utilized on multiple fronts with the Project Development Team:

- Initial team development workshop
- Ongoing workplace dynamics and team process solutions
- Ongoing communication, conflict management, and innovation resources

## THE SOLUTION *(cont.)*

**The initial Project Team Development Meeting:** Donna Simonetta, WVO's Senior Director of Learning and Development, facilitated a full-day workshop. **The workshop met the following goals:**

- Team understanding around work styles and communication preferences.
- Conflict reduction via more concrete understanding about personal approaches to work and team objectives.
- Realization of team challenges, specifically related to achieving deadlines and filling gaps in communication.

“Emergenetics was a proven way for our employees to experience effective collaboration and teaming, so when it came to this vital initiative, we needed our project team—from internal leaders to external vendors—to be on the same page and working effectively.”

- **Donna Simonetta**, Senior Director, Learning and Development, WVO



**The Emergenetics Profile became the baseline for communication, task completion, and process development.**

**Emergenetics Development Plan:** The Project Team created an Emergenetics-based Development Plan and integrated it into team meetings and interactions. This plan built on WVO's use of Emergenetics as a foundational model for employee understanding.

“I referred back to our Group Report and Team Profile following the initial Emergenetics workshop in order to refresh on certain team members and how their thought process might affect how they reacted to certain situations.

I found this useful in helping me craft how I might approach that team member on a given issue.”

- **Char Patterson**, Architect Principal, JPC Architects (Vendor Partner)

**Emergenetics Team Visual:** The Emergenetics Model was used throughout the project as a visual aid to assist project team members in implementing efficient meetings and communications.

“I can't say enough about what Emergenetics brought to this process. This project was huge and, using Emergenetics, we found a way to make our team cohesive, create a common language and apply what we learned about one another into greater productivity and more innovative ideas.” - **Julie McPherson**, Vice President of Facilities, WVO

**Project Design and Product Delivery:** The Emergenetics Solution also extended to project implementation and end product delivery.

- With multiple designers in the mix, Emergenetics became a way to develop multifaceted design solutions that reached diverse audiences.
- The design teams used Emergenetics to more effectively hone in on design concepts that would appeal across thinking and behavioral tendencies.



## RESULTS

### WVO achieved the following results through Emergenetics:

- **The Project Team more quickly identified a particular challenge area** around structural and organization tendencies. Emergenetics allowed the team to address this challenge area and provide a clear framework moving forward.
- **The Project Team more quickly and seamlessly dissolved conflicts** within the team and created group rapport more efficiently. *“I felt a sense of connectivity to the team. The appeal it had for me was that it offered a deeper insight into the dynamics of who we were as a team and how we individually operate.”* Mary Dennis, Principal Designer, Executive Director, Graceful Lifestyles (Vendor Partner)
- **The Building Initiative was completed prior to the deadline and on-budget.** The initiative took 11 months instead of 2 or more years for similar initiatives of this scale and scope. This allowed WVO to save significant expenditures on alternative office and work arrangements.
- **The building incorporated new innovations that were unplanned but have generated positive employee and leadership feedback.** Using Emergenetics as a creativity booster, the building utilized never-before seen design concepts for Wyndham Worldwide.
- **Employees were more prepared for the move.** The Project Team created and implemented an Emergenetics-driven Change Management plan to prepare employees for the move and new building. *A focus group of employees commented that they found the transition to be smooth and effective and that they felt prepared.*

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“With Human Resources being by far the biggest asset and cost/risk a company can have, it is clear to see the value of Emergenetics to Wyndham’s culture and business.”

- **Chris Daye**, President, Commercial Development Consultants (Vendor Partner)



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**Moving Thinking Forward®**