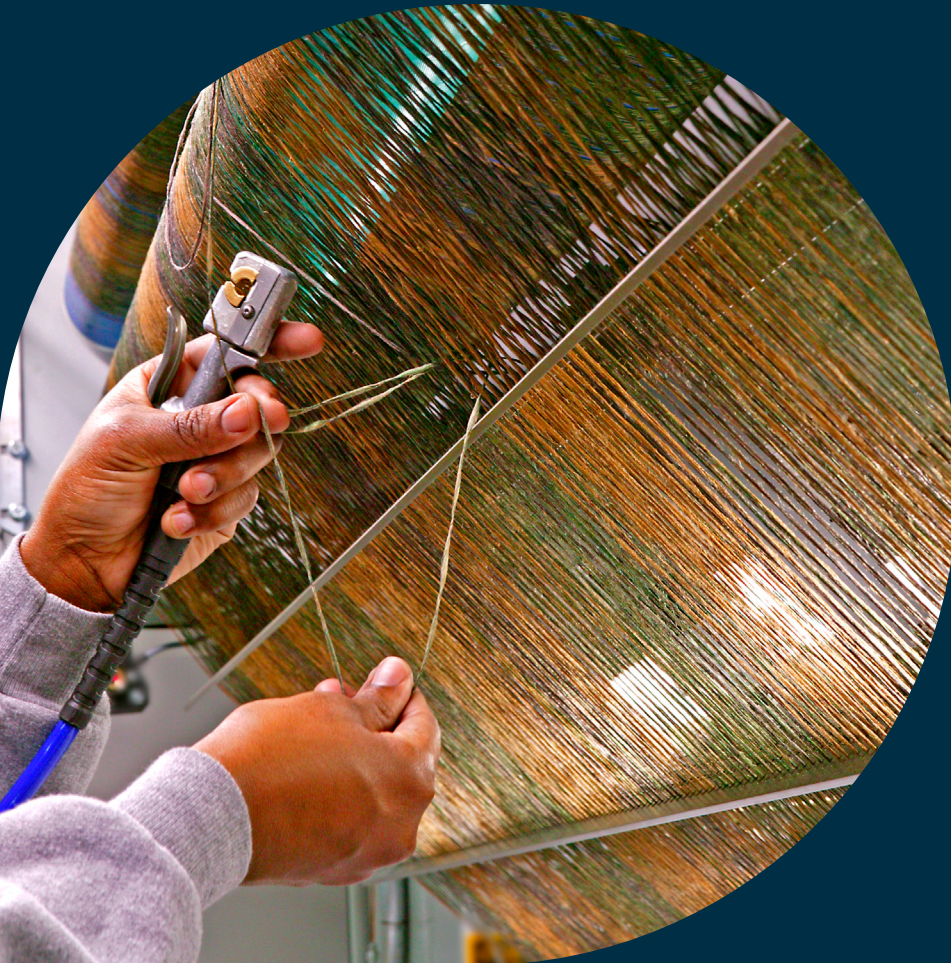




“With RISE, we’re equipping people leaders with the tools they need to elevate their leadership style, drive change, and shape the employee experience.”

—Greg Minano,
CHRO of Interface

Client Story

Partnering to Build a Culture of Trust and Leadership

When Interface, a global flooring solutions company and leader in sustainability, recognized a widening gap in employee experience between its salaried and hourly workforce, the company decided it was time for meaningful change. Culture survey data revealed a disparity: salaried, non-production employees reported a much more positive workplace experience than their hourly, production-based peers. For Allyne Ettner, Interface’s Director, People Development and Culture Transformation, it became a personal challenge.

“This keeps me up at night,” Ettner shared. “Knowing how fulfilled I feel working at Interface and realizing that others don’t share that same experience—it’s personal. I feel deeply responsible for improving that.”

Recognizing the Need for Change

Interface’s leadership understood that a strong, inclusive culture couldn’t thrive unless all employees—both on and off the production floor—felt equally valued and supported. Knowing that leaders would be the catalyst for change, they designed a development strategy that would equip people leaders at every level with the skills to create a consistent, connected employee experience worldwide. After exploring several potential partners, Interface selected Blanchard® for its leadership development solutions, adaptable content, and collaborative approach.



Allyne Ettner



Greg Minano

"We knew custom content alone wouldn't work," said Ettner. "We needed something globally consistent, grounded in research, and flexible enough to feel uniquely us. Blanchard got that right away."

Co-Creating the RISE Learning Journey

Together, Interface and Blanchard created *RISE*, a comprehensive three-month leadership development journey. Each phase of RISE combines immersive classroom sessions with practical reinforcement and on-the-job application. Participants begin with an Interface-led core values workshop, followed by Blanchard Management Essentials®, Building Trust, and Conversational Capacity® programs.

"This is the perfect content for us," said Ettner. "Blanchard Management Essentials teaches how to have effective conversations about goal setting and performance. Building Trust teaches how to build trust and, more importantly, how to restore it if it has been broken—either by a leader or a team member. And Conversational Capacity teaches how to engage in and navigate challenging conversations with curiosity, not a need to win. These programs help our leaders build stronger relationships, make informed decisions, and create a motivating work environment. The real shift begins after the classroom. Only 30% is what happens during training; 70% is what happens back at work."

To ensure learning translates into sustained behavior change, Interface is building in monthly touchpoints and reinforcement strategies led by site and HR leaders. Each cohort will receive structured support over the course of a year to help leaders develop habits that last. "We're not teaching to the test," said Ettner. "We're elevating behavior in a way that drives real cultural change."



The cross-functional team rolling out RISE recognizes that it's more than a training program or learning journey. It's the foundation for creating a work environment that supports long-term growth. "As a purpose-driven company, we know we're part of something bigger. Making Interface a great place to work isn't about scores, it's about how we show up every day. With RISE, we're equipping people leaders with the tools they need to elevate their leadership style, drive change, and shape the employee experience," said Greg Minano, Chief Human Resources Officer.

Making Learning Accessible and Meaningful

Delivering RISE across Interface's global manufacturing sites in the U.S., Australia, and China—and this year in Germany, the Netherlands, and Northern Ireland—required careful coordination. Production schedules, time zones, and languages all had to be considered. To make the program meaningful, Interface made a bold choice: pulling people leaders off the production floor for dedicated learning time. "It's a big ask," said Ettner, "but it's the only way to give them the protected space to think, talk, and practice."

Blanchard's facilitation team customized scenarios and exercises to reflect the realities of Interface's work. Participants often remarked that it felt as if someone had been watching them do their job. Facilitators were also trained in Interface's values, ensuring every session looked, felt, and sounded authentically Interface.

Early Wins and Lasting Impact

The first pilot of Blanchard Management Essentials set the tone for what would become a global initiative. "Within minutes, people were laughing, engaged, and completely absorbed," said Ettner. "I had never seen anything like it." Since then, the program's momentum has exceeded expectations. Leaders across departments—from Supply Chain to Sales—are now expressing interest. Interface is already seeing results reflected in daily interactions. "Leaders are speaking a common language," Ettner noted. "They see the investment we're making in them not just as employees, but as people."

Ettner also points out that having the support of executive leadership was a critical part of ensuring the success of the program. "I'm only a small part of the team. Without the support of our Chief Human Resources Officer, Chief Supply Chain Officer, Chief Commercial Officer, and senior leaders in manufacturing, HR, and all functional areas, we wouldn't be seeing the success we are experiencing."

A True Partnership

The team at Blanchard has become a valued partner to Interface's internal leadership development group, supporting everything from design and content management to activation and sustainment strategy. "Blanchard just gets us," said Allyne. "They understand what makes Interface unique, and they embrace those nuances in everything they deliver. They've been with us through challenges as well as deeply personal moments. They show up for us, and that's rare when you work with external partners and consultants."

Looking Ahead

As Interface continues to expand RISE across all regions and functions, the company remains focused on sustaining momentum through structure, accountability, and ongoing measurement. A new culture survey in 2026 will assess progress, but Ettner is confident the impact will be lasting. "Our leaders want to be better," she said. "They're asking the right questions, taking ownership, and modeling the change we need. This isn't just a training program—it's an opportunity for transformation."

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