



CLIENT SUCCESS STORIES

80% of strategies fail. Not because of a bad strategy but rather failure to execute.

1. CHALLENGE: Company was not hitting their strategic goals

Telecommunications company introduced a new product offering to a new customer base. CEO became concerned when quarterly targets continued to be missed. They brought us in to get the team back on track. We began with employee interviews across the three departments (sales, engineering and project management). During our screenings, we uncovered a lack of commitment and buy-in on the strategy, isolated departments that refused to share information and cross-train, no incentives for them to work together and drive success, and insufficient accountability plan for results from the top.

OUR GAME PLAN:

- o KPIs - Partnered with senior leaders to establish company, department and individual Leading and Lagging KPIs (used the 4DX model)
- o Created competency model, bi-annual performance reviews, bonus structure, monthly feedback process with managers and employees, monthly and weekly meetings with leadership team and cross departments. Evaluated and implemented technology to track goals and one on one meetings and measure engagement across the company
- o Designed and implemented Communication Strategy (how to communicate and build commitment across the organization)
- o Facilitated monthly leadership meetings to role model accountability for senior leaders and build a culture of high performers
- o Conducted Culture assessment to determine if current culture was helping or hurting company strategy (it was hurting it!)

RESULTS: Company hit revenue goals for new product within 6 months.

2. CHALLENGE: Lack of Leadership Pipeline

There was an unexpected death of a senior leader. There was no succession plan or leadership pipeline for any of the senior leaders. CEO was struggling to find new talent to fulfill the responsibilities of the role.

OUR GAME PLAN:

- o Design and implement a succession plan process for all senior leaders
- o Partner with business line leaders to design and facilitate leadership development program (training and coaching) to groom front and mid-line leaders
- o Evaluate and re-design systems and processes to support leadership development at all levels of the organization
- o Incorporate high potential identification process to identify and groom future leaders

RESULTS: Succession plan and hiring process in place for existing and future leadership roles.

3. CHALLENGE: High Employee Turnover/Toxic Culture

Established company was having a hard time attracting and retaining talent. They were consistently losing candidates to the competition as well as high performers leaving to work for the competition. The toxic culture was negatively impacting company's ability to achieve its strategic goals.

OUR GAME PLAN:

- o Conduct employee interviews, focus groups and survey to assess culture and engagement
- o Compiled results and identified themes
- o Made recommendations to leadership on how to improve employee experience and employer brand internally. (Some solutions implemented included a competitive compensation and bonus structure, career development opportunities, improved communications on company goals and progress, increased training opportunities.)
- o Identified and implemented solutions to improve company culture

RESULTS: Current employees are happier, engaged and motivated. Hiring process is now in place to hire strong candidates who are able to perform the job as expected and work positively within the existing team dynamics, culture and values of the organization.

4. CHALLENGE: Rapidly growing Company; need to hire high quality talent

OUR GAME PLAN:

- o Designed organizational structure that would allow for scaling and rapid growth
- o Created job descriptions and competency model
- o Created onboarding materials and orientation experience
- o Designed and implemented foundational employee development programs (New Hire Buddy Program, Career Counselor program)

RESULTS: Accurate job descriptions to recruit and attain the right people and fit for the position. Hiring process now in place to hire strong candidates who will work positively within the existing team dynamics, culture and values of the organization. Training program created for new employees to build confidence and ensure success.

5. CHALLENGE: Find the right people for the job – hire people who fill job requirements and are a cultural fit

OUR GAME PLAN:

- o Conduct cultural assessment of the Company to identify the actual culture that includes values, beliefs and unwritten company rules
- o Create success profiles for the critical roles that need to be filled. Success profiles identify competencies, experience, knowledge, and personal attributes (which include cultural fit attributes from assessment) that are needed to be successful in the role. HR uses these profiles to identify interview questions to aligned people to positions
- o Conduct personality assessments, not to determine if the person can do the job, but rather how they will fit within the team. All members of the team would also take personality assessment. It is important to understand the team dynamics and how the team will work together to achieve their mission

RESULTS: New hire process effectively screens new candidates who are able to perform the job as expected, will work positively within the existing team dynamics, and will fit within the culture and values of the organization

6. CHALLENGE: Employee relations issues; threat of sexual harassment lawsuit

OUR GAME PLAN:

- o Company training on sexual harassment and processes
- o Design and implement Performance Escalation process
- o Training on how to deal with conflict in the workplace
- o Emotional Intelligence Training

RESULTS: Created a Compliance and Ethics policy and process to handle conflict in the workplace as well as sexual harassment complaints internally before escalation resulting in possible lawsuits.