



Leadership Development

This case-study documents the experience of an ASE member.

CASE STUDY

SITUATION:

An Industrial Services organization and ASE member, was experiencing lack of growth, focus, and direction. The management team lacked a clear, strategic path forward and managed very tactically and operationally versus strategically.

While it was easy to establish goals everyone agreed upon, they lacked the ability to execute goals due to historical and personality issues.

KEY CHALLENGE

The management team needed alignment and improved communication skills. Communication and trust issues among the team were hindering them from moving the organization to the next level.



APPROACH:

When the organization's new president was brought on, he wanted the team to function better together and be more strategic. He knew from past experience that the best way to do this was to bring in a trusted, third party to assist with team development. The HR department recommended ASE Partner, Michigan Business Consultants (MBC).

Initial 9 Months

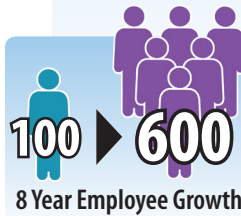
MBC instituted a process that had regular touch points. The team began to realize significant results after approximately nine months of working with each other and MBC.



18 Months+

Commitment for improvement continued over the next several years. The management team realized in order to execute their goals, they needed to build their bench strength among the company's next level leaders and supervisors. Leadership development was cascaded throughout the organization.

After approximately 18 months, the management team added their direct reports to their off-site meetings. Initially these meetings focused 80% on organizational development and 20% on strategic planning. As the team progressed and grew stronger the focus shifted to being 20% organizational development and 80% strategic planning. Alignment continued; they were headed in the right direction.



As the leadership development training progressed, the company grew rapidly. In 2010 they had just 100 employees; less than 8 years later they have 600 employees. The team continues to meet off-site twice per year engaging 25 managers and direct reports and supports ongoing training and coaching.

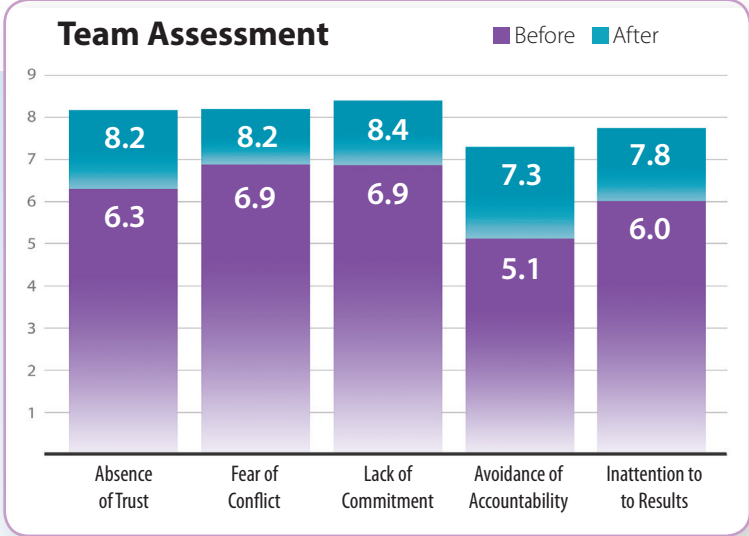
“ When you go through that much growth, it creates challenges along the way. ”
– Organization’ President and CEO

RESULT:

Core team attributes were measured on a 9-point scale at the beginning of the process and continue to be measured and improved upon today.

Before/After = 9-month span

As a result, they’ve seen record revenue and earnings over the last few years. The management team was able to set new goals and work together to achieve those goals while holding each other accountable. While the management team makes tough decisions and works hard, they report they now have strategic direction and more cohesive interactions and decision making.



“ You’re only as good as your weakest link. The team is stronger than ever, and we are able to reach goals that once seemed unattainable. ”
– Organization’s President and CEO

KEY BENEFITS

- Established a Corporate Strategy
- Formed a Cohesive Leadership Team
- Strengthened the Organization
- Improved Trust
- Build Leadership Bench Strength