

Customer Case Study

Client/Organization:

Construction Management

The Challenge:

When I first started working with this organization, they indicated that they were “stuck” at 100 employees, and as much as they tried, they couldn’t get past that number. We did an initial Strategic Planning retreat in early 2005. Challenges identified during that retreat were achieving growth/revenue targets, reducing employee turnover, positioning the company to take advantage of industry trends/opportunities, and providing Management Development training for leaders.

Solution Milestones:

We have done yearly follow-ups on the Strategic Plan since that initial retreat, with occasional mid-year check-ups to track progress and adjust plans when necessary. In 2007, we began Leadership Development work with a group of 16 executives, followed by 2 management groups of about 15 participants each, and we recently began the first group of supervisors (to date, 54 leaders have been through the appropriate level Development process).

Results/Outcomes:

Five year growth/revenue targets that were set in the initial retreat were achieved in less than 2 years, and the company has continued to hit their yearly targets ever since; they will have over 200 employees before the end of the year. This September, we will create a new Strategic Plan, based on a vision of the company in 2010. Leadership Development continues to generate enthusiasm and positive feedback; turnover has been reduced. This organization was also just named one of the Top 25 Great Small Businesses to Work for by the Society of Human Resource Managers.

Follow-Up/Sustainability:

Constant tracking of critical measures of success; follow-up meetings to ensure progress and adjust plans as needed; annual retreat to refresh the plan; Leadership Development processes to help leaders achieve their goals.