

CLIENT: ELECTRONIC MANUFACTURER

THE SITUATION

We were contacted by the new COO of a \$125 Million Electronic Component Manufacturer, which has been in business for over forty years. They enjoyed steady profitable growth over the years, but not without some fluctuations of good and bad years. The COO has led the organization to improved growth and profitability, and now wants to sustain a growth rate of 20%/year. This was not an easy challenge given their current size and the competitive nature of their industry.

The COO was concerned about having his leadership team's capability to achieve his growth goals in order to manage a business five times its current size. The COO had the following concerns:

- While the executives had excellent domain knowledge to lead their respective functions, the team did not function as effectively as they could when they had to deal with cross-functional issues. They operated in their functional "silos" rather than operating as a cross-functional Executive Team. As such, too many cross-functional issues were coming to his attention to resolve. They were not getting resolved by the executives as a high performance team.
- Collectively the executive team was not performing at the level the COO wanted to see his team perform in terms of overall effectiveness.
- As the company continued to grow at 20% per annum, the COO knew the business would get more challenging and his executives would have to stretch to keep up. As a result the COO wanted to improve the leadership capabilities of everyone and of the overall team consistent with his growth objectives.
- The team is not debating the real issues. The meetings are generally civil, yet executives would come to the COO after the meeting to discuss what they withheld during the meeting.
- Even when they came to a decision and agreed to a course of action, there was a gap in strong cross-functional planning, execution and follow-through. The executives had difficulty getting on the same page.

THE APPROACH

Strategic Momentum created a customized ERM program for the Executive Team (the “Team”). The program combined education with hands-on application of key ERM distinctions to build commitment in accordance with the COO’s vision. The program focused on:

1. Creating a compelling vision for the company and for the Team that shaped their day-to-day actions.
2. Improving the level of relationship and trust by letting go of the past through authentic speaking and listening, creating transparency and confidence to surface any and all issues as they arise.
3. Embodying key distinctions to improve their ability to resolve complex issues effectively.
4. Improving the Team’s ability to have open and authentic conversations when faced with difficult issues.
5. Enhancing the leadership capacity of each Team member by leading from a vision that they fully commit to through their actions and conversations.
6. Accepting accountability for the Team’s commitments and taking full responsibility for the performance of each member of the Team.

After the initial two day offsite, the Team met monthly to learn new distinctions while resolving real breakdowns. The two day offsite set the context for the engagement as well as starting the process to deepen the level of relationship and trust between the executives. Coaching was offered on a monthly and an as needed basis.

THE RESULTS

The mood and commitment of the Team started to shift immediately as a consequence of the two day retreat. The Team recognized that the ERM program delivered on the promise to transform the results they were looking for.

The results are as follows:

- The Team now has open and authentic communications, debating the real issues facing the business.
- The leadership capacity of everyone has increased as evidence by their ability to lead their teams more effectively by developing skills necessary to improve teamwork and effectiveness among the team members they manage.
- The leadership team now finds its own solutions for cross-functional issues and does not, unless absolutely necessary, bring those issues to the COO.
- The Team members have created stronger relationships with one another and demonstrate trust for one another. The Team respects and acknowledges the thinking and accomplishments of each member. Each member stands for the success of the company and for each other.
- The leadership team has built and is continuing to build the collective emotional muscle, talent, and mutual commitment to achieve the company's ambitious objectives.

TESTIMONIAL

"Without a doubt, Strategic Momentum made a tremendous impact on our organization in a very short period of time. Six months ago, I would characterize my staff as a group of talented individuals who were underachieving individually and collectively as a team. In the past six months I have witnessed a tremendous amount of individual and team development. It has been very exciting to see this transformation. Furthermore, the vastly improved individual and team performance is resulting into real business results. I give a tremendous amount of credit to Strategic Momentum. They've been able to successfully develop and lead an extremely powerful executive development program.

As a former big-three consultant, I have a lot of experience in consulting services. I can assure you that Strategic Momentum has delivered real impact and results during this project. Simply put, they have exceeded my expectations."

The COO