



## CLIENT SUCCESS STORY

### Motivated and Mobilized in 300 Days Fortune 50 Strategy Development and Implementation:

*The new Division President of a Petrochemical Manufacturer wanted to engage his leadership team to re-assess company strategy. He wanted to re-orient the company from treading water to aggressive growth. We developed and facilitated a process which engaged the senior team in articulating the case for new corporate objectives. They developed a new vision, values, and strategy, assessed required organizational capabilities, and developed an aggressive action plan to realign and mobilize the organization in 300 days. We designed and facilitated a meeting that both enrolled the top 100 managers in the new plan, and led them to develop detailed functional and locational plans for executing the change.*

The President had been on the job for nine months. His predecessor had focused on readying the company for sale. The new executive was determined to achieve aggressive growth, believing that no matter who owned it, a growing business would bring a better, more exciting future for both owners and employees, and it would be a more interesting business to run. He called me, concerned that his leadership team might not be ready for or interested in the magnitude of change that he thought necessary to move the business from treading water to aggressive growth.

My first challenge was to unlock the wisdom of the leadership team; I crafted a retreat that helped them get clear about where their current path would take the business. Since they weren't excited about that, we examined what a new, more exciting path would look like, and what it would take to be successful with it. At the end of two days they had drafts of a new mission, vision and strategy for the company, and a revised set of values in which they believed. We also had begun to assess what organization capabilities were needed to achieve the strategy and to look systematically at their organization to identify the strengths on which to build as well as areas where they had gaps in relationship to the needed capabilities.

Over the subsequent three months, the leadership team completed the capability assessment and generated a detailed project plan to identify and implement the actions needed to achieve their objectives. Each member took responsibility to drive a specific part of the plan. At the end of those 90

days, we convened a new cross-functional / cross-location team, whose purpose was to design a meeting to engage and energize the company's top 120 managers to implement the new strategy. The event produced an excellent return on investment. The managers appreciated the overall plan that had been developed and set to work developing more detailed plans for each function and location. The event successfully launched an integrated, company-wide initiative for aggressive growth.

In the following 300 days, the organization maintained the momentum built at the event, systematically working through the project plan. They hired new business development managers to increase their focus on identifying new business opportunities. They reorganized into a functional organization in order to better develop skills and drive accountability in sales, marketing and product management.

Financial results during the first 300 days were "on plan" in spite of the company being for sale. Feedback from potential buyers indicated that this time around they had a business plan and strategy that was exciting and made sense. According to the President, one of the most significant results was psychological. "Employees changed from fixating on the sale process to focusing on enhancing the business." We saw this in the employee satisfaction survey results that improved by 10 percentage points, which was a statistically relevant change. So we got business results and a more motivated, happier work force. Not bad!

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