



CONSULTING PROJECT EXAMPLE

Fortune 100 Company

Organization

The Public Affairs department of a business unit within a Fortune 100 company has employees at several locations throughout the country. The Vice President in charge of Public Affairs has 12 direct reports.

The Situation

The Vice President had recently reorganized Public Affairs so that it could better serve the lines of business. He wanted to determine how well the reorganization was working, and address any challenges that might be interfering with service delivery.

Objectives

1. Make sure that all employees were committed to the mission.
2. Clarify roles and responsibilities of employees in the new structure.
3. Develop a consistent strategy for increasing trust and communication within the team.
4. Identify any barriers to effective service delivery.
5. Develop Action Plans for improving service delivery.

Methods

- Administered two surveys, one for the Senior Management Team, and one for the entire organization.
- Administered DiSC Indra (an interpersonal style profile) to all employees so that they would have common knowledge and insight about interpersonal communication.
- Facilitated offsite meetings for the Senior Management Team, and for all employees.
- Provided Leadership Coaching to one of the Vice President's direct reports to build that person's strengths and improve specific performance areas.

Results

- Better and more frequent communication among Senior Management Team members.
- Better service delivery to lines of business.
- Increased clarity about roles and responsibilities.
- Greater understanding of, and commitment to, the organization's purpose.
- Improved performance and effectiveness of the person who was coached.
- Plans for continuing the process of building a stronger team.
- Vice President: "I've attended a lot of offsites over the years. This was—by far—the most productive, long-term benefit offsite I've ever attended."