



CONSULTING PROJECT EXAMPLE

Service Business

Organization

This family-owned service business has under 20 employees, and provides services to several hundred customers in the local area.

The Situation

The current President, representing the second generation, wanted to retire, giving complete control of the company to his son, who was the second in command. The son had begun in an entry level position and worked his way up over a fifteen-year period. The President wanted to give his son all the tools he needed to run the company in a competitive market that had changed substantially in the company's 50 year history.

Objectives

The company President wanted to give his son the ability to:

1. Display better management, supervisory, and leadership skills
2. Maintain the company's viability as a business
3. Implement leadership principles and ideas that are customized to his personal situation, and that of the company
4. Position the company so that it can grow and achieve its goals
5. Foster within the employees internal and personal commitments to the company's strategies, values, and goals

Methods

- Coaching tailored to the son's situation, working specifically on improving leadership, time management, delegation, and decision-making
- Facilitated strategic planning meetings with the President, his son, and key employees to clarify the company's purpose, vision, and values
- Helped the son identify strategies and goals for improvement in overall performance, and in customer service, including an emphasis on the company purpose
- Worked with department heads and employees to develop new performance standards

Results

- Customer service improved so much that the company received a national award for being in the top 15 in their industry
- The current President said "Terry deserves a lot of the credit for us getting the Customer Service award. Working with Terry is the best investment we've made."