

## Case Study: Business improvement turnaround

**Client Situation:** A business improvement team became isolated and increasingly irrelevant to the business

**Client Problem:** Communication break-downs within a leadership team and poor staff engagement kept their focus on competitive infighting and interpersonal clashes. Essential stakeholder relationships were lost.

**Solution:** Led a rapid rebuilding of relationships among the lead team, establishing shared priorities. Discovered the leader was overly consultative and coached to share vision, direction and expectations. Shifted the group from discussing planning methodology which was causing fights, to action and reporting results. Led a whole group session to reform teams with team members choosing their leader in situ based on leader's focus, and coaching expertise, and development agendas of team members to meet business needs.

**Client Benefits:** Motivated staff and teams. Leaders with a shared agenda. Early successes included:

- Complicated workarounds were retired returning processes to their simpler state
- The triage function humming along
- Performance reporting automated and completed in a few minutes rather than weeks.
- Improvement requests backlog down from 90 to 23 in 3 months
- Stakeholders reported greater satisfaction.