

PERFORMANCE KEYS

CASE STUDY ONE

Manufacturing company based on the Gold Coast, Queensland in 2008

30 staff

The 'apparent' challenge or symptom

High staff turnover, low productivity and poor cash flow

The 'real' challenges or causes

Poor recruitment practices

Poor working environment, culture and communication

Lack of proper policies and systems

Lack of effective weekly planning by general manager

Poor and inaccurate costing and subsequent pricing decisions

Our Solutions

1. Implemented detailed job descriptions with KPIs that included the qualities, experience and qualities that would part of the agenda of questions for the interview of new people.

Result

- Improved clarity over job roles and accountability.
- Managers were better prepared when recruiting new staff. Far less 'hit and miss' with people.

2. Coached the manager and key staff through effective interviewing and reference checking process.

Result

- From an applicant's point of view they understood the role and expectations better.
- The success rate in hiring the right people improved dramatically, by some 50%
- Managers and key staff far more confident when they need to recruit new staff

3. Conducted a staff survey to gain feedback on how well staff was engaging with work, how they felt about the company and its prospects and what were impediments or roadblocks standing in the way of their individual and company progress.

Result

- GM implemented a number of the feedback suggestions from the team resulting in improved working conditions from physical and other aspects.
- Staff engagement, ownership, teamwork and productivity grew in the 3 months following the implementation of the survey results and continues today based on strong leadership by the GM.

- We provided further coaching to the GM to improve his management, leadership and general people skills.

4. Implemented policies and procedures using key parts of our proprietary program 'Six Steps to Perfect Operational Performance'TM

Result

- Clarity over performance standards for each key business activity including the steps to achieve those outcomes.
 - Reduced confusion and ambiguity
 - Re-engineered and improved some of the way things were being done
 - Quality improved especially those relating to customer service
5. Coached the GM how to plan his week ensuring that the right amount of time was spent in areas that mattered most.

Result

- Dramatically improved GM's planning and sense of control over where his time was spent.
 - GM met and exceeded his own KPI's at subsequent performance appraisals
 - His team reported that he felt more relaxed and in control which had a big impact on them.
6. Coached the GM and then team in key principles of effective time management including implementing a standard agenda for a 'weekly meeting with self' with ground rules for success.

Result

- Efficiency and effectiveness ratings for the vast majority of staff improved significantly
 - GM was able to play golf on Friday afternoon and not feel guilty
 - GM felt comfortable to delegate more tasks to other staff
 - Overall stress was reduced due to some of the practical principles and applications that were shared
7. Coached and training GM through effective costing and pricing decisions in order to maintain gross profit margins necessary to sustain the business.

Result

- Some prices had to be increased and some product lines were dropped as not being profitable
8. Coached the GM on how to pass on price increases and not lose business. This involved a fair amount of work around his whole customer service promise and delivery

Result

- Additional machinery was purchased to reduce costs of production on some key lines.
 - Gross profit and cash flow improved and we implemented a simple cash flow report that was produced on a weekly basis by the bookkeeper/accountant.
9. Attended and reviewed the weekly team meeting and provided significant feedback on how the agenda, process and review could be improved.

Result

- Meeting standard agenda was improved to ensure all key aspects of the business were discussed.
10. Coached the chairperson in how to more effectively run the meeting; ensure action steps are identified and commitments made for following week

Result

- Meeting times were cut from 1.5hrs to 45mins with improved results with no loss of communication
- People came to the meeting prepared to discuss outcomes and key issues rather than engage in what was often general useful but not important information.