

PERFORMANCE KEYS

CASE STUDY TWO

Night Club with 24 staff located in large regional city in Queensland in 2009

The 'apparent' challenge or symptom

- Management Team not working together well
- Quality standards not being followed

The 'real' challenges or causes

- Unfortunately one member of the senior management team (team of 4) was not a fit for either the position held or the company as a whole which was not suspected at the time.
- Equally unfortunate was fact that this person was a favorite of the key company decision maker who was a director.

Our solutions

Reviewed the current systems to determine if they were effective (enough)

Result

In effect the systems were ok; it just appeared that the one manager in particular had problems following them. Spent some time helping her plan the coming week and get some structure around planning and time management. However that does not seem to help to the extent it should have.

Created KPI's for each senior manager to improve accountability

Result

This definitely resulted in a sharpening of focus on what really matters including how and when their performance will be managed. Again however this one person failed to deliver and had most problems grasping the concept.

Created a weekly dashboard meeting where managers reported against weekly KPI's

Result

This added a 'real time' level of reporting and accountability so that poor performance could be addressed immediately. Run to a standard agenda where 'lead' and 'lag' performance indicators were identified had a dramatic impact on company performance. Again however the same manager found the process difficult and presented more excuses than answers.

Coached and mentored the manager that was experiencing difficulties

Result

This one on one coaching covering some three 1.5hr sessions clearly led that manager to admit that her heart and interest was not in the job even though on the surface she protested it was. This led to a real conflict of trying to effectively 'fake' interest whilst internally she was stressing terribly leading to loss of sleep and other medical problems. She decided it was best that she leave and find a career more suited to her natural abilities.

The end result was a 'win win' for both parties. The directors were happy as was the outgoing manager. The challenges disappeared with the appointment of a new person. The moral is that what people perceive the problems to be may be just other problems wrapped up in a disguise which was the case in this instance. Our 2 step problem solving process helped a lot in this assignment. However due and fair process still needs to take place which is what we did.