



CASE HISTORY — GROWING EDGE PARTNERS

PRIVATELY-HELD MANUFACTURER

The Challenge

A privately-held manufacturer of calendars and business supplies with \$250 million in annual sales sought our help to revitalize a senior team that was failing to work collaboratively or strategically. The lack of cooperation and strategic focus at the senior level was contributing to interdepartmental conflict, stifling managers and supervisors and beginning to affect customer service. The President felt that the company could not reach its vision of becoming an industry leader unless he and his team together developed a practical, cooperative leadership.

Our Response

Our initial work focused on building a more effective senior team that was soon able to identify strategic imperatives and lead the company in achieving them. Executives overcame long-standing resentments and built new skills in communication and honest debate. Individual and group coaching enabled the executives to lead their own functions more effectively. Barriers between departments and divisions began to fall.

As executives shifted their focus to the strategic from the operational, employee morale and productivity improved. Our role expanded to other levels of the organization. Leadership and teamwork skills being modeled by executives

were introduced to managers and supervisors through a custom-designed leadership training program and coaching sessions. Managers, supervisors and line employees began to make more significant and appropriate contributions to decision-making. The entire company experienced a shift to a more cooperative, empowering culture.

Results

Over our seven-year consulting relationship, the company almost tripled its revenues, profitability and market share, acquiring a number of competitors. The company was then in a position to be an attractive asset, allowing the majority owner to cash out via a strategic buyer.

When the company was acquired by a larger paper products company, we were brought in to help with the integration of the cultures and product lines. Many of our original client's more advanced leadership and teamwork principles and practices were adopted by the acquiring company. All executives and almost all managers of the purchased company were given significant leadership roles in the acquiring company.