

Newport Group

Case Study

Manufacturing Company improves on Effective Working Relationships of Senior Executive Team

The Situation

A manufacturing and design firm's CEO was seeking assistance. "We felt our executive communications plumbing was plugged and even the simplest tasks weren't getting done without becoming an ordeal".

This problem was causing challenges with the company's performance, ability to execute on new opportunities and was leading to doubt's on what effect this was having on overall business valuation. This was viewed internally as a lack of strategy, but was that the real issue...?

The Challenge

To become a more effective and cooperative management team that understood how each other saw the business; its opportunities and challenges; and to find group cohesion on its' collective purpose.

How We Helped

Newport initially assisted the CEO in facilitating a senior team Business Review in order to help gain perspective and clarity on how each executive was seeing the business; its strengths and perceived failings.

This feedback was used to help the team identify what required immediate attention. The group wanted to focus on the following: Communication, Role Alignment and Performance Feedback.

Newport's Performance Management System™ for Executive Team Development was initiated to reduce the gaps between the firm's strategy and execution. This allowed the CEO to have the right individual conversations at the right time allowing each to bring his or her best efforts to the boardroom. It continues to give all, critical knowledge into each others best managing style.

Lessons Learned

Executive team development provided three key benefits:

1. **Role Accountability:** With personal managing styles defined, all team members are now able to hold each other accountable to key role deliverables and accomplish far more than were previously thought possible. The whole has become greater than the sum of its parts.
 2. **Trust:** Clarity was gained from the process of defining the blockages to business growth; including individual and group performance. Trust was regained and senior team members see each in a different light as part of the solution and not part of the problem.
 3. **Communication:** The senior team plans to continue to spend more time as a group off-site to ensure what has been learned is retained, not forgotten. They find there is no such thing as too much communication between them if properly approached. Executive Development can be measured in bottom line results.
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