

CASE STUDY

Growing pains: Developing a high-functioning executive team allows company to renew focus on growth opportunities

SITUATION

A company that was experiencing tremendous growth was encountering growing pains. The President who built the company from up from the ground floor had no prior experience to draw upon for running an organization of its size and complexity. Therefore, he did not know how to go about putting an organizational structure in place in order to take the business to the next level. He had 17 direct reports and no executive team. The President was overwhelmed with day to day responsibilities and unable devote sufficient time to the organization as well as to the developmental needs of his direct reports. Pondera was hired to assist him in identifying and developing an executive team in order to help him lead and to continue grow his business.

OUR FACILITATION

After discovering the lack of organizational structure, Pondera's first objective was to help the President identify the positions that he would need for an executive team. Once identified, Pondera assisted in the search process to find a Vice President of Operations and a Chief Financial Officer. The Pondera® Virtual Advisor (PVA) was used in the candidate selection process. The assessment tool helped the company to find two individuals who would be a good fit for the organization and who would work well with the President. Pondera helped with the on boarding of each new executive. After assembling the Executive team, Pondera had the team read the Four Obsessions of an Extraordinary Executive as well as the Five Dysfunctions of a Team, both by author Patrick Lencioni. After the books were read and the PVA completed by each member of the team, Pondera facilitated Stakeholder Value Exchanges (SVE's) between the President and each member of his Executive Team. Those conversations allowed the participants to discuss the tensions that they faced and identify what they needed from one another for greater success. Upon completion of the SVE's, Pondera facilitated a two-day leadership retreat to help them come together as a team. During that session a structure was developed for them to begin meeting every two weeks as a team. Pondera facilitated the first four meetings and trained their Human Resources Manager to facilitate their ongoing meetings. Pondera continues to facilitate quarterly retreats to provide feedback on meeting effectiveness, further enhance leadership development and team effectiveness, and identify the team's top priorities for the next ninety days.

OUTCOME

Pondera helped the company to find and develop executives that came together to perform as an extremely high functioning Executive Team. They learned how to deal with conflict in a healthy way and how to talk to each other about what was really going on among themselves and in the company. As a result of excellent team trust and communication, it was decided that the Vice President of Sales and Marketing had too much responsibility. Therefore, they chose to have that executive focus on marketing, created a Vice President of Sales, and conducted a search to find a new team member. Pondera assisted with the search, on boarding, and subsequent team building for the newly constituted Executive Team. With a solid Executive Team in place, the President is now able to focus on the continued growth within the company.