

CASE STUDY - Family Fortunes

Successes and failures of previous initiatives

Client	Employees	Industry Sector	Main service
Doric Signs	50	Commercial	Manufacturing of High Quality Signs



Nature of problem

This family business, established in 1957, had a number of problems to address throughout the organisation. They had previously engaged Change Management Consultants, but had not seen any significant ongoing benefit. The main issues were:

- MD exhausted and working 7 days a week and actively working across all departments
- Need to strengthen the middle management team
- Some organisational restructuring required
- MD's daughter needed to acquire new skills and experience to be a credible successor
- Operational problems affecting production, quality and time
- A demotivated team with associated abdication of responsibilities

How JHK solved the problem

- Detailed situational and historic audit to establish how the client had arrived at its current state, to clarify the dynamics within this organisation and to quantify the successes and failures of previous initiatives
- Worked with Directors to develop a Strategic Plan
- Developed a focused Change Management/ Organisational Development Plan with Senior managers
- Worked with the Sales Team and Directors to develop a Marketing and Sales plan which met corporate goals
- Designed performance measures to motivate and manage sales team
- 11:1 coaching with Directors to develop leadership skills in order to motivate and energise organisation
- Conducted a Skills Audit to identify internal resources and assess suitability of roles/responsibilities
- Designed new roles and responsibilities where appropriate and developed job descriptions across the organisation
- Facilitated the development of new systems and processes to regularise and standardise operations
- Developed a consistent appraisal system and trained directors to implement and develop training plan
- Identified and built on learning gained at every stage of change

Outcomes & Benefits

- Increased productivity, profitability with corresponding increase in sales
- Clear focus and direction leading to agreed succession plan
- MD now has focus, energy, skills, time and motivation to carry out strategic function and take company to next stage
- Improved leadership, delegation and performance management
- Greater motivation and enthusiasm within team
- Rigorous operational systems/processes ensure consistent quality and reliability
- Clarity of roles and responsibilities
- Greater vision regarding brand and target markets

"Before we had thoughts and ideas but weren't able to see a way through. Now we can see things more clearly"

"We are now actually making definite decisions and have a clear direction of where to go and we have a feeling of hope again"

"It forces us to think, being challenged and gets us out of our little box. You guide us without telling us what to do"



The techniques used with this client can be adapted to work within any production, design or manufacturing organisation lacking direction/vision, facing succession issues; requiring organisational restructuring or suffering from a demotivated workforce.