

# Case Stories

**A manufacturing company needed to understand the presenting issues, and identify priorities as they integrated new parts into the company to make it unified**

## DIAGNOSIS AND DESIGN

### Situation

This private manufacturing company was located in regional Victoria and within the space of 18 months acquired similar operations in Qld, NSW, and another in Victoria. Employee numbers went from about 250 to nearly 1200. Not only the scale of the business changed but also its complexity.

### Challenge

The company went from being compact and small to dispersed and relatively large. At the highest level, the challenge was to create a unified perspective and a consistent approach to operations. They wanted to realize synergies between sites and create a foundation for the overall growth and development of the company.

### Our Approach

In partnership with the CEO and Leadership team, Dalmau Consulting:

- > Built a shared understanding of the issues facing the company.
- > Undertook a company-wide online survey gathering the perspectives of all employees. Views on relationships, communication, tensions and issues, priorities, the quality of teaming and leadership were all canvassed.
- > Collected additional qualitative information through conversations with the newly created national leadership team, leadership teams at each site and with focus groups representing a cross-section of employees at each site.
- > Shared the survey results with the national leadership and led them through a process to identify the key objectives, new strategic directions, priorities and actions that addressed the survey results.

The results of the survey and outline of a way ahead was fed back through the leadership teams at all sites. The CEO met with all employees on a site-by-site basis to share and discuss the survey results and outline what was to be done to address issues raised and work towards a unified, high-performing company.

### Outcomes

The diagnosis and design work resulted in shared understanding, alignment and a widespread engagement with the whole workforce as to what specifically needed to happen to build the unified and high performing company that was desired.

Since then, Dalmau Consulting has continued to work with the senior leadership team to implement key initiatives identified. These have included, assessment of the leadership capabilities across the company, development of a clear Operating Framework, a new organizational structure and clear role profiles, a revised Code of Practice, a performance development process and a comprehensive leadership development program for all who lead teams across the company.



*Beyond limits*