



Case Study

When you're sitting on a cart, does chatting with the driver encourage the horse to go quicker?

Effective Vision are organisation behaviour specialists, working on engagement and strategy to maximise return on effort.

To have a conversation about your situation you just contact us at:
info@effectivevision.co.uk

Great ideas abound in organisations and individuals. It is not the idea, it is the implementation that counts. Invariably the implementation falls down for human rather than technical reasons.

Client

The client was a business to business service organisation providing bespoke research. Turnover of £1m, operating nationally and wishing to expand. They had just taken on a number of new staff including project management, researchers and directors. Their services were much appreciated, receiving repeat orders and referrals.

The challenge as they stated it

The challenge they faced was that prior to expanding they had to address an issue of profit capability. The development of their services had focused increasingly on one product. In a desire to provide greater value, the product had become more complex and intensive.

They were appreciative of the need to develop a broader product range, and at the same time wished to maximise on their investment in the core service.

Key issues that were revealed to them

The product was cumbersome, as was the organisational structure, and the use of resources was loaded toward more expensive resources over-qualified [and undermotivated] to do the task. The operational staff were relatively unempowered [too many internal chiefs]. They had become increasingly internally focused, and one product oriented. The organisation could not break even.

Our approach with them

We reviewed the core service, its process, resourcing and costs vs revenue. In addition contextualising the operational side [revenue-generating] within the overall business.

We initiated dialogue between groups and individuals to help identify areas of efficiency in:

- ➡ Honing the core product – identifying the real value to customers and removing low value work.
- ➡ Developing a portfolio of associated service offerings designed with economic value in mind.
- ➡ Re-defining the use of resources to deliver economic value. Allowing operations to become leaner in structure.

Changes were recommended in non-operational structure and function [critical to the organisation performance directly and through the cultural cues for behaviour].

Their outcome

Within three years the organisation had gone from being barely able to break even, to a 30% profit. Their profit capability [profit on a full order book] was close to 40% of turnover allowing them space and finance to choose how to grow.

It took three years because of issues of dealing with a top heavy structure, and an owner-manager culture outside our brief. The same results could have been achieved within 18 months, and a culture of success attained and celebrated far sooner.

Key learnings from this case study

The culture of your leadership team drives the speed and efficacy of change.

People will sacrifice valuable business performance to retain personal self-concept.

The potential gains from focused action and employee engagement are immense.

Next steps: As you already know – the choice is yours. Perhaps the difference now is that you are viewing your world through new eyes. Contact us at info@effectivevision.co.uk to explore your needs.