



# CASE STUDY

## OPERATIONS: DETERMINATION & EXECUTIVE ALIGNMENT

**Client Industry: Manufacturing**

### **BUSINESS CHALLENGE**

The organisation had experienced a particularly difficult incident in a flat market resulting in a new CEO being appointed from within the business. A culture change was required to empower the Management Team to take ownership and turn the business around. Not everybody was in support of the new CEO.

### **PSP ICON APPROACH**

Focused interviews were conducted with key leaders to ascertain the "state of the nation" and a two day offsite was planned. The agenda was designed to unpack the emotional and political issues and get these on the table in a safe environment. A process of categorising the issues and prioritising them followed. The CEO was then positioned to respond with deeper understanding and deliver an inspirational vision of the future which moved the team forward. PSP-Icon then facilitated the co-creation of a strategy to address the key issues and packaged this into a useable document.

### **RESULTS**

The noise in the system was quietened, the EXCO became more aligned and started to act as a Team. The CEO was well received and his leadership style taken to heart. The action-oriented output was easily allocated to EXCO members and the work started soon thereafter. The new vision was posted in key areas and the general mood of the organisation shifted. Some months later the organisation turned the corner on its financial results.