

Aligning a Leadership Team in Marketing Services

Situation

The absence of clear direction, roles, and communication plagued the leadership team at an innovative marketing services firm. With several new members, and others who had operated in different cultures before their companies were acquired, the management team was stalled and unable to drive needed revenues and efficiencies.

Solution

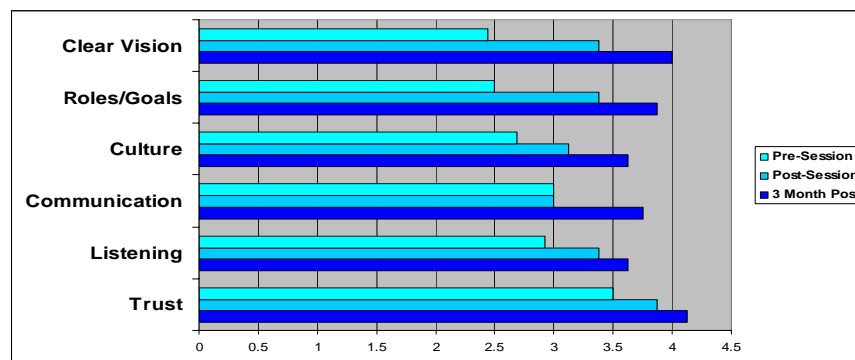
Seth Levenson Consulting Inc. designed and implemented a solution that included: one-on-one interviews, feedback surveys, a facilitated offsite session, and individual coaching to get the team moving.

Using information from the interviews and surveys, Seth determined the root causes of the problem and designed the off-site accordingly. The offsite – conducted over 2½ days -- provided an environment to raise differing viewpoints, evaluate alternatives, get energized, and commit to action. Seth ensured that issues were framed, solutions and responsibilities were identified, and action plans were created.

Results

Action! At the conclusion of the offsite, the team had created and agreed to: a specific business definition, characteristics of strategic accounts, a short-hand set of operating principles, a list of products and services to sell, and a master action plan with accountabilities and timelines.

The team was asked to rate the leadership team on 6 characteristics using a 1 to 5 scale (with 5 = “It doesn’t get better than this” and 1 = “Emergency: We must fix this immediately”). The chart below indicates the progress resulting from the offsite itself and after the action plans were implemented.



“Seth, congratulations! I thought you did a great job of facilitating the sessions....just the right amount of input, at the right time. You were not leading the conversation and we felt like we owned and developed the thinking which is key to success and buy-in.” – Executive Director, Strategy and Innovation

“The offsite was a success! Seth was able to help us focus and, with his ability to listen and question, was able to make folks realize they needed to take ownership vs. pointing fingers. He reinforced leadership traits that would make this happen. And he focused around the core capabilities of the team and what we could do for our customers. After three months, we had a new business machine in operation, new attitudes on the team, empowered people, better solutions for clients, and WE WERE MAKING MONEY!” -- President