



1. Situation

- Large retail operation in high growth mode
- CEO and President frustrated with daily challenges and operational responsibilities
- Experienced executive team, highly motivated through compensation and incentives
- Limited management capability beyond senior managers
- Lengthy and undefined process for making strategic decisions

3. Deliverables

- Identified key responsibilities of senior executives and departmental managers
- Determined critical decision processes and components in order to accelerate and improve governance.
- Engaged management in building trust and confidence in the ability of one another to achieve assigned objectives
- Developed strategic plan and identified vital initiatives and activities for improving implementation

Retail
Company

2. Key Issues

- Clashes between departments regarding priorities and objectives
- Limited ability of CEO and President to focus on strategic issues
- Lack of trust among leadership team to accomplish assigned responsibilities
- Lack of understanding among senior and mid-management regarding accountability
- Faltering bottom line results
- Inability to track results of key decisions

4. Results

- Immediate change in ability of management team to focus on most critical functions for driving success
- Improved prioritization of responsibilities resulted in better time management and reduction in marginal activities
- Within six months, CEO and President were completely removed from day to day operational decisions and focused on strategy, shareholder and major customer relationships
- Strategic decision-making was accelerated and measured against appropriate metrics