



COACHING AND OWNER COUNSELING (MEDIUM-SIZED BUSINESSES)

Company

The medium-sized business is mainly focused on the areas of planning, development, manufacture and systems integration of remote-control equipment, robot systems, radiation facilities and radiation protection equipment in the fields of nuclear medicine and nuclear technology. The products and problem solutions are used worldwide.

- GmbH (a company with limited liability), 150 employees, 30 million euros in sales
- Three locations: Germany, UK, France
- Company headquarters in South Germany

Problem

- Company was founded and shaped after the war by the father
- The son was still inexperienced in business management
- The father did not withdraw from the company until his death
- The employees had two bosses and leadership was ambiguous
- The company underwent extremely rapid growth in past years; however, not so structures, management style and organizational processes

Interim Task

Coaching and counseling the owner and other staff with regard to organization and processes, management and performance increase of employees.

Solution

- My place of work was right next to the owner's desk
- First week assessment: How is the company managed? What does the business need? What do customers expect? Where and what skeletons are in the closet?
- Every other day a two-hour conversation or discussion with the owner with regard to the necessary changes, outside of the company.
- Parallel ongoing active assessment
- Introduction of order processing meetings, schedule tracking, controlling system (weekly reporting to the owner and the next management level below the owner)
- New definition of responsibilities

Benefits

- Full transparency in order processing (costs and timelines)
- Recruit an experienced manager (in his/her mid-fifties) from outside to act as "Minister of the Interior" (disassociate owner from first management level)
- Manual for the boss and the first management level (action guidelines)
- The staff talk to each other (thanks to firmly installed meetings and short coordination talks "on corridors")



Duration of Project

7 weeks

Success Factors

- Find access to the owner. Open and informal meetings, for example at meal times, unconstrained talks and analyses, were instrumental for achieving a sustained concept of change
- The “Minister of the Interior” was recruited to act as “catalyst” between owner and team members and was also responsible for proper business processes within the company