

### **The Business**

A building company employing around 10 people (directly and as contractors) plus site trades. The company specialises in both designing and building extensions. It uses this capability to provide an end-to-end service to differentiate itself and has grown steadily as a result.

### **The Problem**

The business owner was working excessive hours and making all the decisions, including some on-site decisions. A previous attempt to hire a general manager to delegate to had been a costly failure.

The owner had a vision to create a much larger development business but recognised that his current approach to running the business would not scale beyond its current size.

### **The Solution**

Following initial review and discussions we helped the owner to:

1. Define the structure, roles and outcomes he needed by creating an Orgchart and Job Descriptions;
2. Identify the people he had, and the people he needed, to fill the structure;
3. Make the outcomes manageable by creating Key Performance Indicators;
4. Simplify the messages to his employees so that they knew the KPIs for which they would be held accountable;
5. Improve processes, particularly specifications and signoffs, so that employees felt they owned the outcomes;
6. Create a Delegation Plan and start to delegate large parts of his activities;
7. Take a top-down approach to meetings, using information efficiently to manage by exception

### **The Result**

The client now has a management team in place and is making rapid progress in stepping away from the day-to-day running of the business so that he can focus on building up the new development division.