

Right Person, Right Seat Makes A Difference

SITUATION

A family-owned, \$150M HVAC contractor / mechanical construction firm with a 150-employee, \$30M business unit that was underperforming due to stagnant growth and lackluster performance.

Although the company had been using EOS®, the Implementer (Mark O'Donnell, Optimize for Growth) identified to the Visionary he lacked the right leadership in the Integrator seat to start driving accountability. With the Visionary's approval, Mark reached out to GCE Strategic Consulting, who he had heard good things about, asking for the firm to fill the Integrator seat on a fractional basis.

"Late last summer I had a client what was struggling to break through the barrier and speaking with the Visionary we realized it was particularly tied to the current Integrator. I reached out to the EOS® community and was recommended to speak with GCE Strategic Consulting. After connecting with them I introduced them to my client who hired GCE. I found their approach and proven process to drive results was rock solid. They were quickly able to come in and both identify the problem areas and course correct yielding results that were shockingly immediate. Since then I have introduced them to several other clients and I highly recommend them to anyone looking to take things to the next level. As Gino has said very valuable resources to have in the EOS® Community!" – Mark O'Donnell

THE RESULTS

These combined actions allowed the Visionary and team to execute against its stated vision. After 120 days, the business unit achieved:

- Its highest billing quarter in 30 years –up 88% over the prior period.
- ROCK execution increased from 20% to 92%
- Scorecard metrics reached 100%.

Success begins with RPRS!

CHALLENGE

- Poor team health – The team lacked trust, didn't take accountability for problems; therefore, management couldn't resolve issues together. They were also making poor hiring and firing decisions. PEOPLE
- Execution challenges – Sales organization was unfocused, no sense of urgency. Quarterly targets were missed, and ROCKs weren't completed. SYSTEMS
- Undefined structure – The Accountability chart wasn't clear, not everyone had a number. The Scorecard measured the wrong things; selected metrics were primarily 'lagging' indicators. PROCESS

SOLUTION

GCE's proven approach started with a detailed organizational assessment [180 questions] – focused on operations, sales, and finance. This evaluation provided an immediate identification of several gaps. Recommended changes included restructuring the Accountability Chart, aligning the Scorecard against leading indicators, providing an analysis of "right person right seat" [RPRS] and creating a drive to profitability.

BENEFITS

By employing a GCE fractional Integrator with GWC and not focusing on industry expertise, execution of the assessment's recommendations began. In parallel, the Integrator undertook twice-weekly coaching sessions with sales leadership. Additionally, formal processes around budgeting & hiring (for mid-level management) were commenced.

About GCE

We are a multi-discipline consulting, training and recruiting firm focused on helping businesses of all sizes that have adopted EOS®. Specializing in assisting companies in using the Entrepreneurial Operating System® recruit, train and build around the Integrator role. We've built a reputation of not just helping find and develop talented Integrators but implementing smarter solutions to complex problems —on your terms.



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