

THE CHALLENGE: FINDING THE RIGHT PROBLEM

- A global 10,000 employee resort group was having extreme leadership issues.
- As a privately-held company, leadership and decision-making was divided across four locations (in different time zones) and included multiple family members.
- Operations included resorts in Europe, North America, the Caribbean, and South America. This created extensive differences in processes and laws on a local level and little use of consistency, process or synergy to improve operations.
- Leadership insisted that communications were their sole challenge. Given a communications matrix and protocol, leadership insisted all challenges would disappear.
- Org-ology saw extensive issues around organization design and process. Org-ology set out to help leadership better see all issues at hand.

THE TECHNIQUE: CONDUCT A LEADERSHIP WORKSHOP

- Stakeholders must fully understand what issues their organization faces: here Org-ology planned a 2-day workshop on their stated topic of communications.
- Workshop offered an offsite, secluded opportunity to focus on the entirety of the organization, not one-off, quick-fix ideas.
- Org-ology facilitated leaders through root cause analysis work enabling leaders to discuss and self-assess how effective communications fixes would meet their needs.
- Baseline with leaders at the end of the session to assess what further work would give them the most value.

THE INTERVENTION

- Workshop conducted with leadership team.
- Leadership team self-identified that communications issues were a symptom of their structure and process challenges.
- Leadership team self-identified that their skill level and expertise were not the ones needed to resolve their challenges: outside specialists would be needed.
- Internal staff were tasked with resolving fundamental process that were contributing to communications confusion, initiating communications projects on a process/ root cause level.
- Stakeholders exited the workshop with consensus on which key priorities needed to be targeted for maximum impact.

THE RESULTS

- Fundamentally changed leadership's understanding of how their organization works.
- Developed a prioritized intervention plan, targeting root issues such as organization design and process engineering.
- Kickstarted projects on key process issues that could be addressed internally.
- Identified which work could not be performed internally due to lack of skills.