

SUCCESS STORY - ORGANIZATIONAL DIAGNOSIS

An intensive 6-week project helps a meat processing company shape short and long-term transformations

1 Context and Challenge

A local leading organization from the meat processing industry had to change the management team in a moment when the general economic picture showed a profound crisis was just about to start. The owners were looking for the best solution on short term to ensure the company's stability and overcome the market uncertainties. On the other hand, they wanted to understand the right way to go and the organizational interventions they needed to design on mid and long term in order to play on the safe side and keep the company away from any potential risks. The shareholders asked Sta.RPerformining team to help prepare the organization for these transformations.

2 Approach and Findings

Sta.RPerformining team worked closely with the company's leadership to accurately picture the current situation. A thorough process of organizational diagnosis was implemented at the individual, team and company level. Our professionals examined the business strategy, processes, structures and systems, the organizational culture, employees' motivation, capability and competencies. We used a customized mix of monitoring and measurement methods and tools, including the CCL 360-degree Assessment package, various standard questionnaires, more than 40 one-on-one discussions with employees and over 20 focus groups. The research involved a total of more than 1,000 participating employees.

The process started with the preparation of a diagnosis actions and communication plan. Next, Sta.RPerformining applied the diagnosis solution and gathered information and feedback from the employees with the mix of questionnaires, focus groups and other tools. We put afterwards together all the data obtained, processed the details, analyzed the results and provided the shareholders and board of directors with final detailed and accurate report. We used various filters for understanding the situation from different perspectives, at the department, region or hierarchical level. Conclusions were also communicated to the entire organization.

3 Impact

Our hands-on contribution translated into a complete benchmark overview that helped the owners precisely understand where the company stands as compared to other local or mutinational competitors. As a result of this process, shareholders also discovered the weaker areas of the company's activity where interventions were needed at a department/function or team level, a local or regional level, etc. Based on these findings, Sta.RPerformining outlined the adjustments recommended on short, mid and long term for the corporate strategy, the structure, processes and systems. Having these grounds set, we built 9 intervention projects for a 3-year interval, with the detailed activity and budget planning included.