

The Right Person in the 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.

Up 88%

Highest billing quarter in 30 years.
Up 88% over the prior period.

92%

ROCK execution increased
from 20% to 92%

100%

Scorecard metrics
reached 100%.

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

Challenge

Poor team health – The team lacked trust and 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 – The sales organization was unfocused, with 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

Founded in 2016, GCE Strategic Consulting provides embedded leadership to founder-led businesses that need greater clarity, accountability, and execution. GCE offers Fractional Integrator and COO support, interim executive leadership, executive recruiting, and leadership coaching, with a focus on strengthening how businesses operate and leaving teams capable of sustaining progress.



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