

## ***“Build a positive working environment”***

### **Client Profile**

Category:	Small Business Coaching
Industry:	Consumer Goods Manufacturing & Retail
Age of business:	20 years+
Stage of lifecycle:	Growth→Expansion
Assignment length:	2 Years
Enterprise summary:	30+ employees, 3 owners, global reach

The owners of this business approached us to help improve the energy in their workplace. Their business had been going for more than 20 years and was very successful commercially. But the owners felt it had become stale and they were no longer enjoying it.

Our starting point was to assess current energy levels, so we began by interviewing the owners, managers and staff. Very quickly a picture emerged of a business that was stuck in a rut. Staff lacked motivation as they could not clearly see a career path in the business. They were loyal but felt that they were constrained by the decision-making processes of the owners. People were keen to get on with their jobs but felt that they did not have the freedom to operate. They also felt that roles and responsibilities were not clear, and that the business lacked direction.

The owners, meanwhile, complained about what they saw as a lack of commitment from the staff. Their perception was that people weren't taking responsibility and showed no initiative.

This situation is quite common in businesses that have operated for a long period of time. Put simply, people have been working together for so long that they forget the positive qualities of colleagues and see only the negative. The same thing often happens in personal relationships.

The first step to addressing the issues in this enterprise was to acknowledge that the energy in any business starts at the top. The truth in this case was that the owners themselves were stale. All of the other issues stemmed from this.

So, we began our coaching helping the owners to reconnect with why they were running the business and what they wanted out of it, now and in the future. This helped them establish a vision for the enterprise, which they were able to articulate to their staff.

Next we helped clarify the organisational structure with a view to what the business would need to realise its vision. During this process roles and responsibilities became clearer and opportunities emerged for capable staff members. Some were put into new areas, others were promoted and some chose to leave.

Most importantly, we got the owners and staff together to acknowledge their contributions to the success of the business. With the energy of the business re-set, the workplace became more positive and the base for further growth was set.

**Key Learning:** The energy in any business starts at the top.

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