Representative Assignments

Change management analysis of a technology implementation gone bad. Client, national insurance provider, had eight separate regional companies across the country and was trying to consolidate its business processes and implement a digital workflow across the companies. George worked with senior leadership to address the distress felt throughout the organization by a small digital imaging project that went awry and substantially impacted revenue generation and business fulfillment. George surveyed users of the new digital imaging system at all levels and roles and led focus groups to identify the critical pain points. George also interviewed the senior leaders at the regional companies to get their perspectives on the impact of the project. George helped consolidate all of the findings to identify lessons learned and quick hit wins that could help improve the situation immediately. The final recommendations from the report were immediately implemented into the larger on-going workflow automation project and helped change the entire organization's outlook on the impending change.

Increasing team communication to improve cross-sell. Client, full-service day spa, offered a range of high-end beauty and style services. The salon retained employee and contract providers who were talented in their craft but were used to operating independently. The team's individualistic mindset made it difficult for them to cross-sell and increase revenue per customer across service offerings. Using surveys, interviews, observation and team meetings, George worked with the owner and staff to understand the challenges within the organization. He then designed a communication skills training to help staff members recognize their individual styles and how to work effectively with the team in service of providing the ultimate customer experience. The result in the following six months was an increase of 150% in sales of products and services per customer, and happier customers referring more business. The spa's monthly revenue doubled in the same time period.

Redefining key metrics for a successful manager. Client, national retail bank, was trying to identify the key drivers for successful branch performance. The bank created a project team to analyze traditional metrics of success, such as physical location, market demographics and type of branch. George refocused the project team to consider the human element. Under his leadership, the team determined that the branch manager and his or her leadership style and skills were the leading indicators for branch success, and overcame poor location and other factors. George identified, observed, interviewed, surveyed, and facilitated focus groups with top-performing managers to determine the characteristics and behaviors that drove their success. He confirmed his conclusions by testing them with underperforming managers. Finally, George worked with the project team to develop leadership competencies based upon those characteristics and behaviors. The competencies became part of the entire employee life cycle in terms of hiring, developing, and recognizing branch managers.

Improving the leadership skills of a business owner. Client, first-time business owner, was transitioning from being a successful hair stylist to owning and managing a full-service day spa. Though she hired a skilled team, she remained the top income producer at the spa. Balancing the competing requirements of generating revenue and managing her team was extremely challenging: it delayed management decisions and increased staff frustration. George worked with the owner and the staff to identify

communication and decision-making breakdowns. He also examined the common factors among successful decisions. George developed decision-process training so that the owner and her team could experience the pros and cons of various decision styles. George also coached the owner to establish a consistent decision-making style. This had the dual benefit of helping her make better and timelier decisions, but also helped set employee expectations. The result was a clearer understanding of roles and responsibilities, a more confident leader, and improved staff morale.

Updating a performance management system to promote desired behaviors. Client, national retail bank, had developed a performance-driven culture, but discovered that rewarding primarily for products sold encouraged undesirable sales behaviors. George helped design and implement a leader scorecard that included cross-sell, customer service, fee waivers, fraud, employee turnover, online banking and audits. Rather than paying managers and their staff as if these scorecard items were "products," these factors were integrated into performance reviews and used as a qualifier for existing rewards for top producers. The scorecard created the desired leader and staffs focus on these metrics, which led to increased customer satisfaction and cross-sell. It also decreased employee turnover, and reduced costs associated with fee waivers, fraud, and audit problems.

Transforming a "losing" culture to improve team performance. Client, varsity lacrosse team, had absorbed extremely negative feedback from a previous coach. This created a lack of individual esteem and confidence and low team morale. George worked with the team and its new head coach to identify individual and collective strengths and how they could be leveraged. George implemented several exercises and drills to help individuals focus and build on their strengths. He worked with captains, seniors and specific groups (offense and defense) to identify what they could do to create a more positive team culture. By giving the team increasing ownership in the tools and the process, George helped it gain a renewed sense of pride, along with an increase of 130% in games won compared to last season and a five hundred overall record for the season.