

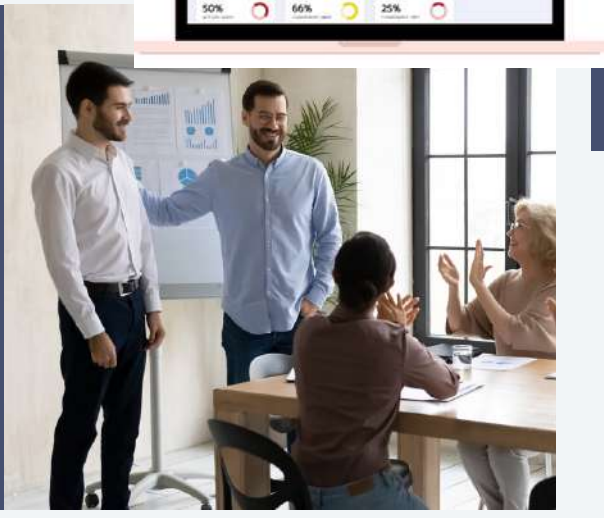


**PRIME
MERIDIAN
CONSULTING**



**DRIVING EXECUTION EXCELLENCE FOR
ORGANIZATIONAL GROWTH :
A MULTINATIONAL MANUFACTURING
COMPANY LARGEST IN ITS FIELD**

CASE STUDY



Background

This case study presents the outstanding results and achievements of an Organizational Development program on Focused Execution Excellence conducted for the senior leadership team of a manufacturing organization. The program aimed to enhance their approach to execution, drive behavior, culture, and sustainable performance throughout the organization. By challenging the conventional view of Execution Excellence and focusing on a learnable, clinically proven methodology, the program sought to instill a culture of engaged execution among leaders and teams.

Program Overview

The program consisted of live facilitation, coaching, and application reviews to ensure the achievement of monthly and quarterly business goals. It spanned over 90 days and included specific learning objectives to foster collaboration, define strategies and goals, develop robust plans, encourage innovation and agility, promote effective communication, and drive a performance-enhancing culture.

Identified Goals

The organization identified three overarching goals to be achieved by March 31st, 20XX:

1. Increase Volume Growth by X%.
2. Increase Domestic Sales by X%.
3. Increase Profit by X%.

Solution

Comprehensive Goal Framework:

- To align with the company's overarching goals, each of the 19 departments identified 74 departments most important goals. Furthermore, teams within each department identified 163 team most important goals, ensuring a focused and interconnected approach to achieving organizational success.

Focus Areas and Alignment:

- To maintain a strong sense of alignment and direction, each team identified three focus areas per goal, leading to a total of 661 focus areas revisited every week. This approach ensured a concerted effort towards achieving the organization's targets.

Individual Accountability and Progress:

- To enhance individual accountability, each employee committed to weekly actions within the scope of their team goals and focus statements. In the first month, 1,541 commitments were made, with 90.6% of the actions completed. By the third month, the number of commitments increased to 2,557, with 94.1% of the actions successfully executed. This significant improvement in both the quantity and level of commitments and actions taken reflects the growing dedication and accountability within the organization.

Lessons Learned Meetings:

- Monthly and quarterly Lessons Learned Meetings were conducted effectively, resulting in substantial benefits for the organization. This enabled all team members to identify the high impact actions and helped them to continue doing these actions, stop doing low impact action and find creative and innovative ways to impact the team and organisations goals.



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Implementation

The program encompassed live facilitation, coaching, and application reviews to ensure the achievement of monthly and quarterly business goals.

The learning objectives for the 90-day program were as follows:

- Foster a highly supportive and trusting environment, encouraging collaboration among team members.
- Articulate the team's "Why," define the strategy, and establish clear goals to work more effectively and efficiently.
- Develop robust plans, review them with greater commitment and accountability, and adapt with agility to achieve goals.
- Encourage continuous innovation, improvement, and agility to drive goal attainment.
- Promote empathetic and assertive communication, keeping the team engaged and focused.
- Continuously identify best practices, compile lessons learned, and enhance knowledge management as a team.
- Achieve business results with greater certainty, while fostering a performance-enhancing culture within the organization.

Results and Key Achievements

The organization achieved remarkable progress in the first quarter,

- surpassing the targets set for all three goals compared to the previous year's quarter.
- Notably, 72% of departmental and team goals were overachieved or achieved, while only 26% underachieved.
- This analysis provided valuable insights into the departments and teams requiring support for the upcoming financial year.

Notable achievements included

- 14 initiatives resulting in savings of Rs 192 Lacs in Q1,
- 12 process improvements,
- 7 successful innovations,
- 35 documented lessons learned for Q2,
- and 29 actions identified for implementation in Q2.

Conclusion

Through the implementation of the Organizational Development program on Focused Execution Excellence, the manufacturing organization successfully created a culture of execution excellence. The program's methodologies and frameworks enhanced collaboration, goal alignment, individual accountability, and knowledge management, resulting in sustainable growth and success for the organization. The remarkable achievements across the board showcased the effectiveness of the program in driving execution excellence and fostering a performance-enhancing culture.