

We transformed the sustainability of a construction company



Client

A local construction company.

Need

A mid-sized construction company needed to predictably return to profitability. They also wanted to prepare the organization for the founder's retirement, retaining the great parts of the company legacy.

Effort

Clearpath team members assessed the critical issues and developed an overall roadmap for transformation activities. We built a Strategic Framework with tools and training for day-to-day operational management. We defined the Master Process of the organization and used it as a pictorial index for all operational activities, role descriptions, work templates, and standards, clarifying opportunities for team improvement. We conducted leadership classes for all levels of management, from

executive to superintendent. New organizational structures, meeting management, and communications systems were designed. We optimized the design of the culture and developed improvement teams which enabled six priority projects to be successful in their markets.

Result

Clearpath people implemented a full transformation that created a sustainable organization. By developing a new level of performance in leaders and staff, we enabled the founder to pass on his legacy and retire. The organization now has a shared, "full-team" understanding of how to systematically achieve results. We reduced waste, disconnects, and poor customer relationships so that there would be increased profit available to share with employees. We enabled a plan for long-term effective growth. The organization became proactive in addressing customer needs in the right way, at the right time. Within projects and in complex selling, we reduced the time and uncertainty and improved the "stickiness" of critical decisions. Within a few months, we changed the habits of hundreds of people, effectively eliminating bad language and harassment which enabled new quality of conversations, less risk of litigation, and a new image of a construction company in the market; this enabled them to become the preferred contractor in work with schools, churches and community projects.

"You articulate and translate our vision into practice, implementing structure and changing the behaviors of people. You are there to help us do it, to institutionalize it so it sticks and adapts, and you assured that we got real value."

— Founder, CEO

clearpath

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