

CASE STUDY TWO:

Situation:

A nonprofit stand-alone Magnetic Resonance Imaging (MRI) Center generating nearly \$25 million in annual income has reached its growth capacity and is unable to meet the growing demands for its services.

The Center's growth potential is limited by both its approach to management and its facility size.

Challenge:

Provide a strategy to manage the rapid growth of the center, taking it from a single facility with 46 employees and three MRI scanners to four separate facilities housing 80 employees and six MRI scanners.

Plan of Engagement:

We begin by developing a team comprising management and first level supervisors. Our objectives are to:

- Help them work well as a team.
- Develop individuals in people skills.
- Ensure high levels of organizational learning.
- Facilitate effective levels of communication.
- Resolve conflict and deal with diversity in constructive ways.

Engagement Outcomes:

Our objectives were met and success was demonstrated by the expansion of the business while maintaining a very healthy ROI to the parent organization, a joint venture of two hospital systems. Measurement was also gauged using the strategic business indicators that were formulated by the new management team, along side the conventional financial statements (P&L and balance sheet) prepared for the board meeting quarterly.

CASE STUDY THREE

Situation:

An outpatient health services business needs a strategic plan to stay competitive in its growing market. The executive director had conducted strategic planning in the past, but it was never fully owned by those who were accountable for implementing it and, consequently, fell short of the wider goals – like employee engagement.

Challenge:

Coach eight project leaders in developing and managing a five-year plan for the business, working with another consultant in a joint venture.

Plan of Engagement:

Project leaders from every functional area in the company are trained to collaborate with senior management in creating the strategic plan. Project leaders are responsible for recruiting other employees to be on their teams and successfully develop a specific topic/section of the strategic plan. The final step: work together to integrate all sections into one consolidated plan to be presented to the board of directors for approval.

Engagement Outcomes:

Success was realized and measured by:

- The level of participation created by a project leader (half of the employees participated on one of the project teams);
- The individual growth and development of the project leaders in their ability to successfully accomplish their objectives and goals; and,
- The ability of the project leader to create a breakthrough with the team to accomplish a goal that was not considered doable at the onset of the project.
- Board acceptance of the plan, which was designed to expand the business to \$60 million in revenue, almost three times its existing revenue.