

## ***Growing out of Control***

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### **The Challenge:**

Fast Growth Inc. (not actual name) was experiencing a major growth spurt in their business. As with many organizations that devote much time and energy to growing their businesses the growth often catches them off guard in terms of organizational structure and capability. This was the dilemma the company was facing. The first step was to assess what the leaders and employees saw as major barriers to managing the growth. An “all hands” meeting held over a two-day period surfaced the following issues:

- Burn out
- Poor communication
- Turnover
- Lack of training for new employees
- Lack of empowerment due to a lack of access to information necessary to make decisions
- Resentment of the field sales reps by the inside support staff

### **The Approach:**

Employees were then asked to fill out a job analysis grid for their position. They identified the major tasks of their jobs, percent in a week they spent on these tasks, rank the value of each tasks to meeting the financial goals of the organization, the skills they thought someone needed to do the job well and the attributes that would enhance one’s capability to be successful in the position. In the attributes section we did match the language of the HBDI as descriptors.

These grids were then circulated for input from other employees who interfaced with the individual. This information was collapsed and formed the basis to provide an accurate picture of:

- Where employees were spending their time
- To what extent did where they spent their time tie to meeting the financial goals of the organization
- What were the “real requirements” necessary in terms of skills and attributes to do the job well

### **The Results:**

Concurrently employees filled out their profiles. In addition each department had team profiles done. The combined findings of both points of data resulted in the following:

#### **Increase in the retention rate**

Some individuals switched jobs within the company. As new positions became open they had a greater sense if it was something they wanted to go after. People felt they had more access to more opportunities in house rather than leaving the company.

#### **Up tick in employee morale**

The profiles provided insight into where talent to task matching was good and not so good. Some of the frustration experienced by employees had to do with trying to fit square pegs into round holes. I personally think that part of the increase in employee morale and retention also had to do with people’s perception that they work for a company that cared about their employees and invested in them being more successful.

#### **Reduction of the animosity between the field sales reps and internal support staff**

Also noted was that some of the animosity between the field sales reps and the internal support staff had to do with their thinking and communication styles especially with the accounting department.

#### **More efficient work processes**

Where appropriate work processes were redesigned for efficiency. An example of this was the dropping of searches of hard to find products. Fast Growth Inc., found it was spending 35% of its labor hours finding product that netted 10% or less of their income stream.

All in all the job analysis process linked with the profiles provided a means to evaluate what people were doing, was the time spent value added and did they have the right people in the right positions to do the job well.

