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# ELECTRO BUILD

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**“We nearly doubled our engineering productivity.”**

Tom Winters

Director of Engineering & Innovation

Electro Build is a family owned business that manufactures electrical components in a Midwestern city. Coming out of the recession of 2007-2008 the company found its footing and began to grow rapidly primarily based on new product lines developed during the “lull”.

This new line of products requires more sophisticated engineering delivered in a timely fashion and pushes more volume through the engineering department. The department is currently under-utilizing its capacity with only 45% of engineering time devoted to actually engineering projects. Tom has just taken over leadership responsibility of the Engineering Department.

Following a Strategic Planning meeting, Tom realizes that the engineering process is a core function that will either enable or limit growth for Electro Build.



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# THE PROCESS

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Coach 2 Engage utilizes the following, proprietary process when helping clients like Electro Build engage employees, develop leaders and drive results.

## *get* **A GRIP** *on* **BUSINESS PERFORMANCE**

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### **ALIGN WITH** *the* **FUTURE**

WHERE WE ARE GOING AND WHY



### **GOALS**

THE ACHIEVEMENTS NECESSARY TO GET US THERE

### **ROLES** *and* **PROCESSES**

THE WAY WE WILL GET THERE



### **INDIVIDUAL COMMITMENT**

HOW EACH OF US CONTRIBUTES TO GETTING THERE

### **PERFORMANCE MONITORING**

OBJECTIVELY MEASURING PROGRESS TOWARD GETTING THERE



Tom was an early adopter of the Get A GRIP process. The following outline describes the steps the team took to make improvements.


### PRE-WORK

All members of the team participated in the Team Alignment Survey (TAS) to get a snapshot of the team's clarity and agreement around the strategic framework of the organization as well as the integrity of the relationships within the team.

### ALIGNMENT

By aligning his team around specific areas targeted by the results of the TAS, Tom used the company's Strategic Framework to provide a context for taking action and making decisions. By the end of the second alignment session, the demeanor of the group has visibly changed from hopelessly overwhelmed to a focus on the future and the changes they would implement.

### GOALS



Based on the Alignment discussions, it immediately became obvious that significantly more time needed to be focused on engineering new products. The team identified 3 Key Areas of Performance (KAPs); Efficiency of the engineering process, Innovation of new products, and Customer Service. The first metric the team tackled was the time spent on engineering projects versus other activities. The goal was to move from the current 45% to an intermediate goal of 65% of time spent on engineering projects. (Current performance is at 80%)


### ROLES

The first step was to identify and eliminate Non-Value Added activities that were detracting from engineering products. Next, Tom used an

internally developed performance assessment tool along with some standard tools such as DiSC behavioral style profile and the Work Expectations profile to better understand the strengths and talents of each team member. Using these 3 sets of data Tom was able to "triangulate" to identify the best fit between the individuals and the roles within the department.

### INDIVIDUAL CONTRIBUTION

Tom adopted a coaching and mentoring approach to performance management and worked with each individual to co-create a professional development plan. This enables his staff to build competencies and skills within their areas of natural talent.



### PERFORMANCE MONITORING

Tom developed a score card that acts as a high level measure for each Key Area of Performance (KAPs)

- **Efficiency:** Percentage of time spent on engineering projects and number of projects completed as a percentage of total engineering capacity.
- **Innovation:** Number of new products developed and the number of applications for new patents.
- **Customer Service:** Turnaround time on customer quotes and number of "customer collaborative" projects.



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# LASTING BENEFITS

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The team developed a focus on how they could best support the direction of the company.

The gains in productivity have not only sustained but have increased. (Currently at 80%)

Morale within the team is at an all-time high.

The team is moving on to tackle other opportunities to improve performance.

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**“Engineering projects delivered on time increased by 35 percent.”**

Tom Winters  
Director of Engineering & Innovation






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# THANK YOU

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Thank you for reading this Coach 2 Engage success story!

To learn more about Coach 2 Engage and the Get A GRIP process and what it can do for you and your business, please visit my website at: [www.coach2engage.com](http://www.coach2engage.com).



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