



IN COLLABORATION WITH



GOOD TEAMS MEAN GOOD BUSINESS

CASE STUDY | LSC
APRIL 2018

ABOUT THE CLIENT

Since 1998 LSC has provided a wide range of temporary employment solutions and services to the hospitality and industrial sectors of Southern Africa.

Temporary employment services are in high demand as it is a critical enabler of growth, but this industry is also notoriously tough, highly competitive, and challenged with multiple complex socio-political issues.

In 2016, MD Phillip Meyer, was comfortable with the business performance, but felt there were growth opportunities that he, his team and his business weren't successfully converting. Internal politics, shareholder changes, client concerns and ongoing operational issues, were getting in their way. Without a clear ambition and understandable plan, the competition was certain to steal their lunch.

“

18 months on, we are a team that is reinvigorated and motivated. We pull together when faced with issues and look for the opportunity it presents – we no longer 'lose our minds' over things



PHILLIP MEYER,
MD, LSC



GOOD TEAMS MEAN GOOD BUSINESS

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What I think is great about our experience with LSC, is it shows the direct correlation between changing how a leadership team engages with each other and the organisation they lead, and improving the bottom line”

TANYA KABALIN,

Founder, Olakira Pty Ltd



BRINGING IN THE RIGHT HELP

Intent on driving change, Phillip invited Tanya Kabalin, from Olakira, to help the team achieve the high levels of performance that he knew they were capable of.

Olakira is a niche consultancy that works with businesses to shape opportunities into successful reality. Based on their extensive business experience and network of experts, Olakira crafts fit for purpose programmes that bring together the best international thought leaders, specialist consultants and business professionals to work with their clients to deliver successful outcomes.

More often than not, the solutions require extensive work with the executive team, the next layer of leaders and the wider organisation. In this sphere, Olakira partners exclusively with Grant Ashfield, founder of LeadershipWorks, trained by Patrick Lencioni and equipped to use the The Table Group's methodologies. LeadershipWorks are experts in building and sustaining Organisation Health through simultaneously improving the cohesion and impact of the organisation's leadership teams whilst creating simple, compelling and implementable strategies.

Together, Phillip and Tanya adapted "The Advantage Programme" from LeadershipWorks, to re-invigorate the LSC executive team and develop an inspiring vision, strategy and plan for the business to be cascaded throughout the organisation.

THE PATH TO SUCCESS

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Over our many years of working with executive teams, we have found that organisational health is an untapped source of distinctive and sustained competitive advantage. The Advantage Programme guides leaders on their journey to achieve this ”

GRANT ASHFIELD,

Founder, LeadershipWorks Pty Ltd



STRENGTHENING THE EXECUTIVE TEAM

As the business has grown, so has the executive team. Having started with a tight group of three founding entrepreneurs, it grew into a team of 10 professionals leading an organisation of more than 350 people and responsible for a business worth over half a billion rand in revenue.

At the heart of “The Advantage” approach is Patrick Lencioni’s ‘The Four Disciplines of Leadership’. This provides a simple toolkit to help leaders do their primary job – to imagine a compelling future and inspire people to deliver their part; ensuring every person is clear and confident in their role, purpose and value.

Starting with *Cohesion*, and using the ‘Five Behaviours of a Team Model’, the LSC team quickly identified dysfunctions that were severely limiting their ability to interact successfully. Two classes of citizens seemed to exist – the founders and the newcomers – undermining their ability to establish deep trust based relationships and to value all inputs equally. The real issues weren’t making it to the table, and occasions of ‘meeting silence and corridor violence’ were creating confusion and discontent in the team and trickling into the wider organisation, creating silos and politics that were distracting people from delivering the key business priorities.

“We needed to move beyond the hierarchy. It wasn’t easy, but Tanya helped us break apart some of the holy cows that were in the room, encouraging us to have more passionate unfiltered debate and healthy conflict. This is how we broke down the barriers and rebuilt trust together.”

With renewed conviction, the team defined and adopted a simple set of ‘Vital Behaviours’ which guide and sustain the values that cement the team’s cohesion.



Patrick Lencioni 'The Four Disciplines of Leadership'

THE PATH TO SUCCESS

SHAPING THE BUSINESS JOURNEY

The temporary employment services business has the unique challenge of being people intensive, yet having very few staff that actually work for the company. Apart from the core leadership and administrative teams, the vast majority of its employees work directly for LSC's clients. This presents a particular challenge in creating commonality of purpose and alignment to LSCs goals and objectives.

By applying the 7 Clarity Questions the team achieved the second discipline of '*Creating Organisational Clarity*', developing a compelling strategic framework for the business – a 'Journey Map' – that succeeded in affiliating all the LSC teams and employees around a common reason for existence, shared ambition, aligned priorities, clear tactical plan and common behaviour set.

Energised by their rallying cry to "Grow, Grow, Grow" that the Journey Map outlined, the executive team embarked on a wide scale cascade programme designed using "The Advantage" framework around the third discipline of '*Over-communicating Clarity*'. Through this the 10-person executive team scaled its leadership impact to more than 175 people in less than two months, empowering the next layers of leadership to effect real change on the shop floor and at the client interface. Every individual was able to connect their deliverables directly to the objectives of the business securing deep personal ownership and commitment.

THE 7 QUESTIONS FOR CREATING ORGANISATIONAL CLARITY

1. WHY DO WE EXIST?

...OUR CORE PURPOSE

2. WHAT DO WE DO?

...OUR BUSINESS DEFINITION

3. HOW DO WE COMPETE?

...OUR STRATEGIC ANCHORS

4. WHAT BUSINESS ARE WE BUILDING?

...OUR AMBITION

5. WHAT IS MOST IMPORTANT, RIGHT NOW?

...OUR PRIORITIES

6. WHO MUST DO WHAT BY WHEN?

...OUR ROLES AND DELIVERABLES

7. HOW WILL WE BEHAVE?

...OUR VALUES

THE OUTCOMES



Having personally lead many significant business change journeys around the world, I've learnt that success always comes down to people and the culture they create.

We are delighted to partner with LeadershipWorks, whose philosophies and content quickly and practically build great organisations through great leaders, delivering impactful results for our clients"

TANYA KABALIN,
Founder, Olakira Pty Ltd

THE JOURNEY SO FAR

For the team, the programme represented a seismic shift in how they relate to one another and how they show up in the organisation. A behavioural survey at the start and another six months into the programme showed four out of five of the 'Five Behaviours' moving from Red to Green. The team consciously kept the base of the triangle – Trust – as Amber reminding themselves never to take this for granted.

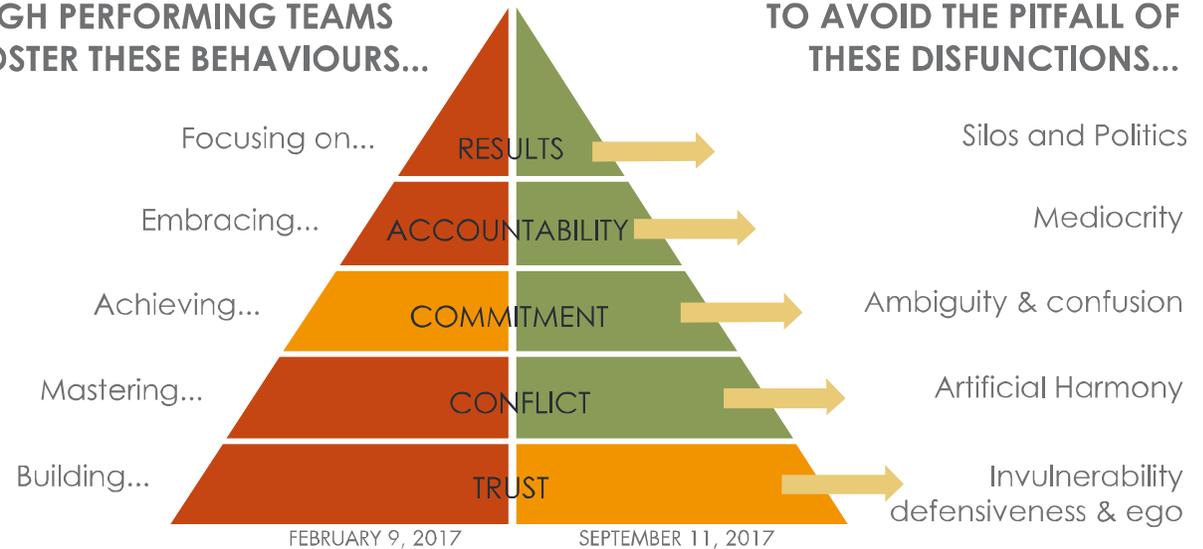
For the business, their ambitious 2021 financial target to nearly double the operating profit, is well on track for delivery. This is despite the unexpected challenge of a R15-million client going into business rescue at the height of the 2017 festive break – an event which has brought the team even closer together.

Having already worked with Olakira for over 15 months, Phillip is committed to continuing that journey. "Each time we meet with them, there is the opportunity to look at our business from a different perspective, challenging our performance as leaders, individuals and a team, and crystallising the actions needed to up our game.

THE 5 CRITICAL BEHAVIOURS OF HIGH PERFORMING TEAMS

HIGH PERFORMING TEAMS FOSTER THESE BEHAVIOURS...

TO AVOID THE PITFALL OF THESE DISFUNCTIONS...



LSC ASSESMENT

SOURCE: ADAPTED FROM "THE ADVANTAGE", PATRICK LENCIONI

THE OUTCOMES

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If you're not evolving, you're dying

MARCUS LEMONIS,

Self-made millionaire and entrepreneur

THE JOURNEY TO GREATNESS

Phillip is ready to take the business to the next level, chasing an ambition to be a 1 Billion Rand company by 2022. To achieve this he realized they will need to be faster and more focused and would have to restructure to enable this – using the fourth discipline of *'Reinforcing Clarity'* through the human systems.

In May 2018, they established two client focused divisions, amalgamating the resources, skillsets and client offerings needed to leverage their penetration and specialism in their core sectors. Additionally, they professionalised their supporting functions – creating depth of expertise with a mandate for innovation. As a result, their executive team has condensed into 6 executives, with previous members focused on leading the key new business units.

Together with Olakira, they have adapted their team commitments to prepare for this demanding next phase, and they have sharpened the clarity of their strategic framework. In their usual style, they have embarked on a wide scale engagement programme to mobilise the critical next layer of leadership whom are empowered to develop the capabilities and plans needed to deliver the growth ambition, and, importantly, to inspire and motivate the whole organisation.

“At Olakira, we have no doubt of LSC's continued growth and success because of their persistent and diligent pursuit of excellence as a business, a team and individuals.”

“

Make sure that the leadership team you bring to the table consists of the right people – it will save you conflict and time. And be prepared to bare all!”

PHILLIP MEYER,
MD, LSC



Phillip Meyer, Jaco Esterhuizen, Khanya Magudulela, Kwezi Mdaka, Chantel Bellora, Sean Permuy



olakira
SHAPING OPPORTUNITY

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