

Change Through People & Process

By Josh Schiering

Q1 GAINING INSTITUTIONAL KNOWLEDGE

- Dive in and build relationships with existing team.
- Form initial workgroups with those receptive to being changemakers and based on work ethic/performance.
- Conduct one-on-one internal interviews with team to understand processes, people, framework.
- Begin itemizing systems while reviewing SOPs.
- Determine needed changes (staffing, training, onboarding, org charts, job descriptions). And start developing strategic plans.

Q2 LAYING THE FOUNDATION

- Design systems and trainings to enhance efficiency and minimize time to on-board.
- Identify rising stars and begin succession brainstorming with Directors while building leadership training programs.
- Draft and implement policies as needed (handbook, attendance, PTO, Covid...).
- Report on proposed changes and align with stakeholders.
- Establish regular meetings with agenda format to be followed.



Q3 LAUNCH SEQUENCE ACTIVATED

- Further develop recruiting pipelines and networks.
- Align with all departments/locations and identify onboarding trainings, incentive systems and compensation planning.
- Implement trainings and develop leadership from within
- Conduct reviews and implement new compensation scale ensuring equality of pay throughout organization.
- Conduct budget analysis and labor cost ratio analysis.

Q4 BIGGER, BETTER, FASTER, STRONGER

- Launch new org charts.
- Announce Team Leaders and implement all approved changes.
- Celebrate accomplishments along the way with the team.
- Build systems with teammates while coaching up and down throughout organization.
- Conduct analysis of performance using KPI and established metrics.
- Ensure team is constantly evaluating, innovating and thinking ahead.