



PROCESS QUALITY ASSOCIATES INC.

"We Engineer the Quality of Your Success"

690 King St., Suite 2
London ON Canada N5W 2X3

Phone: (519) 667-1720
Fax: (519) 667-1722

(800) 837-7046
Toll Free

www.pqa.net
pqa@pqa.net

MANAGEMENT REALIGNMENT

CLIENT's SITUATION

A family-owned manufacturing company has \$8 million in sales and 55 employees. While the company was profitable and seemed like a nice place to work, there were some challenges and difficulties known and experienced by the employees.

Most employees were extremely frustrated with communication, job co-ordination, constantly & continuously having the same problems over & over again, product quality problems, customer complaints, and no solutions in sight. Chronic complaints by numerous employees finally caused the Owners to consider firing a Sr. manager with 18 yrs seniority and one of the family members. Instead, they sought professional business consulting assistance again. Four different consultants had been used over last 15 years to no avail. This time, the Owners chose to contact PQA.

PQA's TASK

PQA was asked to investigate the historic and current situation, determine what's wrong, and propose a solution.

PQA's ACTION

PQA interviewed the entire Senior and middle-management group (11 people in all), plus another 11 people from the hourly and support services. The **PERCON** model, developed by PQA, with its 21 Business Success Factors, was used to help the management group focus on what worked well, and where the problems were located. Similarly, PQA helped the management group review its management structure, personnel, and the inter-relationships between the people.

In 2.5 days of consulting time, PQA identified the root causes of the company's problems. The Owner asked PQA to also help define a solution and get buy-in from all the diverse factions & opinions. PQA investigated numerous solutions, the costs involved, the inherent risks, timing, probable acceptance & buy-in, logistics, and the response by the various people, sub-groups, and factions within the company. PQA reviewed our findings with each manager, and proposed PQA's solution.

CLIENT's RESULTS

The solution proposed by PQA before the end of 6 days was unanimously accepted by the entire management group. PQA was then asked to help the company implement the solution. This solution was accomplished without any firings; retaining over 2 decades of experience from being lost.

The one family member who was in a managerial role voluntarily decided that his talents and interests (and those of the company) were best served elsewhere. All family members agreed this was fair, best for all, and less stressful. Family relationships remain strong and close by all; before, during and after this change in employment.