



CASE STUDY

How an up and coming Engineering Firm Positioned themselves for Future Success

2020



Discovering New Possibilities

The Opportunity

In 2011 Dean Anderson decided to strike out on his own and founded Steadfast Engineering Ltd. At its inception, Steadfast was Dean. As word spread and demand for Dean's expertise in structural steel connection design and steel erection procedure development increased, he started to take on additional technical staff.

For a small business like Steadfast, a bad debt from any single large project, or a significant business interruption, could result in a loss position. Dean feels that, by increasing market reach and improving operational efficiencies, Steadfast will be better positioned to weather the storms that the market may present in the future.

Dean also aspires to grow Steadfast and offer employees an opportunity to participate in the long-term success of the company. Dean approached KESA to help Steadfast set an organizational foundation for sustainable growth. A successful outcome will see Steadfast setting itself apart from the competition, creating greater customer value, and ultimately establishing a legacy for the company that the ownership, current, and future employees will be proud of.



How KESA approached the opportunity

KESA's approach to any potential engagement is always to Listen First. We undertake a very detailed process of client interviews and engaging as many of the team as possible in the conversations to make sure that we fully understand and confirm the desired project results. Using our Coach Approach, we follow a human-centered design methodology and treat each potential engagement as a design challenge that we work with our clients to solve.

During our discovery phase, Dean asked us, "what is the typical return on investment that your clients realize as a result of working with KESA." This is often a challenging key result to measure in the context of organizational development work that we do. Fortunately, Steadfast maintains detailed financial and productivity key performance measures that allowed Dean to track his organization's performance before, during, and after the engagement with KESA.

We recommended a two-phase approach to the project consisting of bi-weekly, 3-hour team sessions over three months. This approach allowed the Steadfast team to judge the value that the programming was bringing the organization in phase 1 before committing to phase two. Each phase and session was carefully designed in the specific context of Steadfast's organization and to provide practical tools that could be tested, implemented, and customized to provide the best value.

Phase One of the project addressed two areas:

- 1) Client's Business Model and Value Proposition
- 2) Client's Core Values, Core Talents, and Core Purpose

The Phase One outcome established Client's Purpose and set a foundation for the Priorities required to achieve their Purpose, with a focus on optimizing customer value.

Phase Two further clarified Priorities and shifted to establishing Approach by incorporating KESA's Human-Centered Design methodology. Phase Two incorporated elements of KESA's leadership development, strategic planning, and lean problem solving to enhance Steadfast's leadership capacity and improve operational efficiencies.

The program also included individual executive coaching for team members to allow them to reflect on their journey and raise the bar on their personal contribution to the team.

The Results

KESA's process allowed the client to be more deliberate about clearly understanding their customer's needs and to articulate their value proposition to the market. A simple and effective strategic planning process was put into place, and each team member clearly understood their contribution and accountabilities to the team. They have realized an approximately 15% increase in revenue and productivity over the previous year.

Testimonial

*"It was a pleasure to have Kesa come and provide consulting services. We learned how to work more effectively on the business and how not to get caught up in the whirlwind of everyday work. The year that Kesa helped us, we had an increase in revenue and productivity! Thanks Paul and Mark!". - **Dean Anderson, President***

