



TTI SUCCESS INSIGHTS®



Charging Forward Without Losing Control
When this credit card processing business began to take off, they needed a long-term plan to ensure success

The Business Challenge

ChargeltPro had been undergoing dramatic growth and wanted to take the company structure to the next stage, but CEO Phil Telesco knew they didn't have the tools they needed. Since relocating to Idaho in 2011 with five people, the company had doubled in size four years in a row, eventually growing to 50 employees by the end of 2016. During that five-year period, revenue grew by 45% each year.

The organization was experiencing many challenges, mostly as a result of the amount of growth it had experienced in such a short amount of time. Most significantly, the supporting structure of the company couldn't adequately sustain its growth. In many ways they were still operating like a small company - several initiatives were bottlenecked through the CEO, the staff had a lack of ownership, there were few written processes and procedures and they didn't have an org chart. Because of this, roles and responsibilities were uncertain, as was engagement and accountability.

Telesco had done what many companies do when they have to bring on numerous employees: he was hiring on instinct, without any measurement of the job needs or the candidate's fit. The underdeveloped hiring system was especially problematic given the speed at which they were growing.

In much the same way, leaders had been promoted out of necessity, often landing in leadership roles without the proper training and development needed to make a proper transition.

Also due to the growing pains, the company faced organizational health and culture challenges. Interpersonal conflicts existed at a variety of levels. They lacked defined ways to organize around strengths, improve communication

and reduce conflict. Leaders wanted help redefining the culture and improving the overall satisfaction for employees.

Although ChargeltPro had good financial success to that point, the intrinsic side of things was lacking. According to Marketing Director, Tai Telesco, "We were just hiring on instinct."

Solution

Price Associates was brought in to help give Phil Telesco and his organization some professional direction. Led by Leadership Advisor and Executive Coach Ron Price and Leadership and Organizational Coach Andy Johnson, the two teamed up to deliver a very specific plan geared to the needs of the Telescopes individually, and ChargeltPro, as a whole.

To gain a better understanding of the organization and to define its needs, Price Associates started by interviewing the team. This gave Telesco and the leadership team clarity about where the organization was currently, measuring both qualitative and quantitative dimensions.



“Andy became one of us; it was incredible. The time and energy he gave to us, and the amount of work, was overwhelming. They did everything they said they would do and more.”

Ron Price took leaders through Stages of Growth, which is a consulting service that includes assistance navigating change and developing succession planning or growth strategies. Andy Johnson worked with Ron to conduct interviews with the staff and reviewed the findings with the company owners. Andy then began working with the leadership team, teaching them about the concepts of healthy teams and helping to resolve interpersonal conflict. He also had the team complete DISC and Motivators Assessments, which explained both the “why” and the “how” people behave the way they do. This led to a shift in the way they worked together after seeing the results.

The Power of Teamwork

Ron conducted a two-day workshop on continuous improvement and quality. Afterward, Andy continued working with the employees on continuous quality improvement efforts, supporting ChargeltPro at a variety of levels and becoming an entrenched member of the team.

To accomplish its goals, the company determined it needed a trusted advisor relationship that delivered assistance in all different levels of the organization. Andy completed job benchmarking for each role within the company, generating a map of success for each job that created clarity in both delivery and performance management. He also benchmarked new roles as they were added to the growing company and assisted with the hiring process. This work provided long-standing role clarity, a focus of the key results of each job, and ultimately, a better understanding of how each person’s role fit together to create the overall bigger picture.

“Andy became one of us; it was incredible. The time and energy he gave to us, and the amount of work, was overwhelming. They did everything they said they would do and more.” said Phil Telesco, ChargeltPro’s President and CEO.

Acting as an advisor and sounding board for CEO Phil Telesco for decisions made throughout the organization, Andy ultimately functioned as the Chief Culture Officer, and helped outline cultural goals and the steps needed to get there. He trained the

leadership team on the Healthy Team Model, a concept derived from Andy Johnson's book entitled *Pushing Back Entropy*. This model involved working with the team on communication, character and clarity. The team also explored the questions: "Why do we exist?" and "What are the values?" which led to shifts in teamwork and team health.

Andy also helped nurture the leadership team, including one-on-one leadership coaching; weekly meetings covering team, organizational and culture topics; and off-site leadership retreats to work on vision, values and strategy.

The Power of Assessments

As interpersonal conflict resolution and mediation issues arose, Andy's experience as a professional counselor was beneficial. Using assessment tools like a experienced surgeon, he led workshops for the entire staff teaching teams how to work more effectively with one another based on outcomes. Staff members took assessments that covered DISC (behaviors), motivators (drivers), acumen capacity (capabilities), stress quotient and process improvement assessments. Armed with the valuable insights from these assessments, helping people work together in the right capacities became much more manageable.

Being so embedded in the company during this time,

Andy even played the role of interim human resources manager for a number of months, helping to hire the new HR director. He shepherded a number of organizational planning and development initiatives, even assisting in the creation of the first employee handbook. When the company was eventually purchased, he also helped with negotiations related to the sale.

Marketing Director Tai Telesco was impressed by the power of the DISC assessment. "The DISC assessment was immensely helpful. When we started, we didn't even have job descriptions, but with Price Associates' help, we were able to easily see what kind of skills and aptitude candidates needed," Tai said.

Results

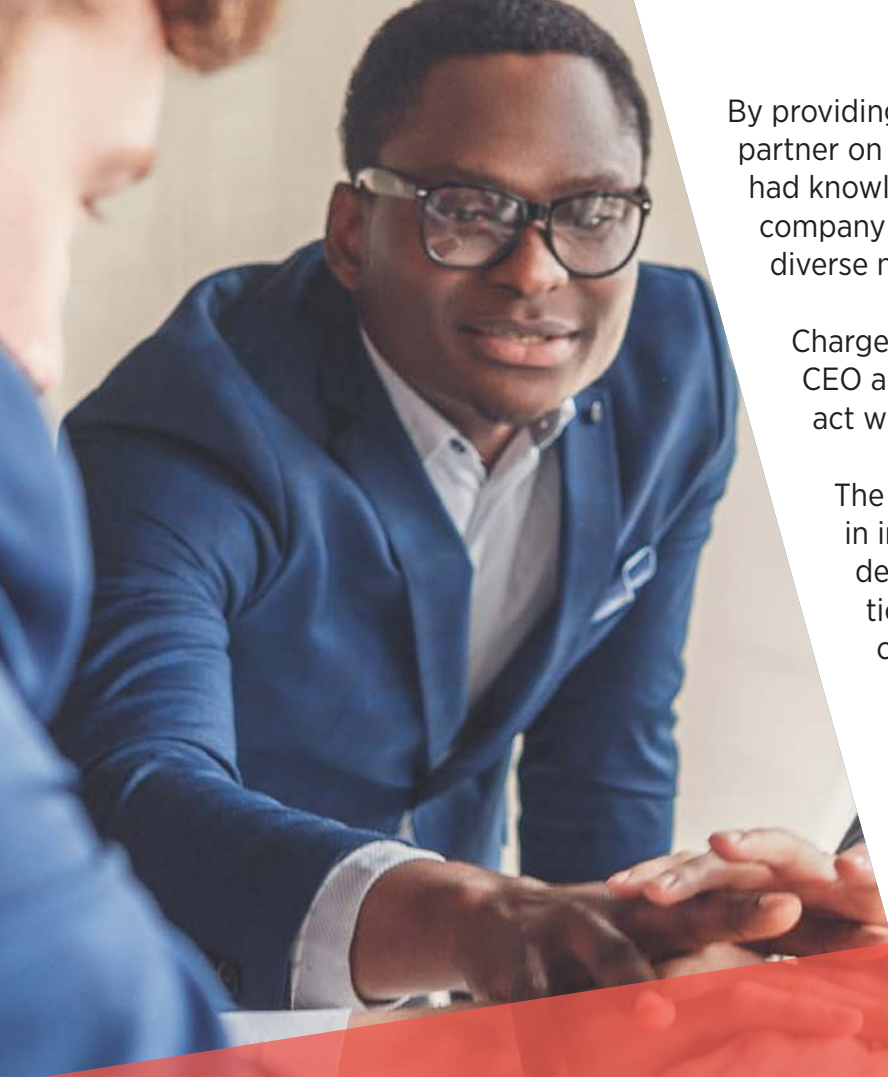
Tai Telesco was moved by the amount of personal growth after the interaction with Price Associates.

"Andy helped us become not only a better team, but also better managers and better people."

When it came to the leadership team, he added, "Andy was instrumental in working with the leadership team. We had a biweekly meeting where we could come together and discuss best practices and improve our skills as managers."

One of the most significant outcomes was reduced stress for the CEO.





By providing Phil with the support he needed to shift his company culture and giving him a partner on the journey, Andy helped shoulder the weight. Andy was a trusted advisor who had knowledge of the tools ChargeltPro needed and experience with the situations the company was facing. Ultimately, Andy became an engrained consultant who helped with diverse needs across the company.

ChargeltPro experienced a radical cultural transformation, beginning at the top with the CEO and the leadership team, who learned to communicate better and effectively interact with one another - impacting each department.

The health of the culture also greatly improved. There was a measurable reduction in interpersonal conflict and a vast improvement in healthy communication across departments. Phil reported that one of the biggest shifts occurred in coworker relationships. He felt that Andy's help to change pervasive behavioral habits created a change in morale that could be seen throughout the company.

Andy's work to guide the leadership team through strategic development sessions increased the feeling of employee ownership across the company. It also resulted in the personal and professional development of these leaders.

"Andy's work had an impact on all of our employees. It made them better managers and people, not just when it came to the company," said CEO Phil Telesco.

The Bottom Line

By utilizing job benchmarking and assessments, ChargeltPro saw the development of a clear and measurable hiring process, resulting in better hires, improved job fit and less turnover. These tools also improved role clarity, goal setting and employee performance.

The organizational development of the company finally caught up with ChargeltPro's growth. They developed a solid set of policies and procedures, including the supplemental documents needed to sustain them, such as org charts and an employee handbook.

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The leadership team worked with Andy to create a set of relevant values, and implemented the application of these values to the culture. In the end, the company had better clarity around its vision and ideals.

A company had a business need and didn't necessarily know how to address it on their own. After utilizing the skills of professional business coaches along with world class assessment tools, the business achieved all of its goals and more. Having better clarity around its vision and ideals led to increases in both the top and bottom line, and ultimately, tripling the valuation of the company prior to its sale.

Questions? Call **800.869.6908**
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