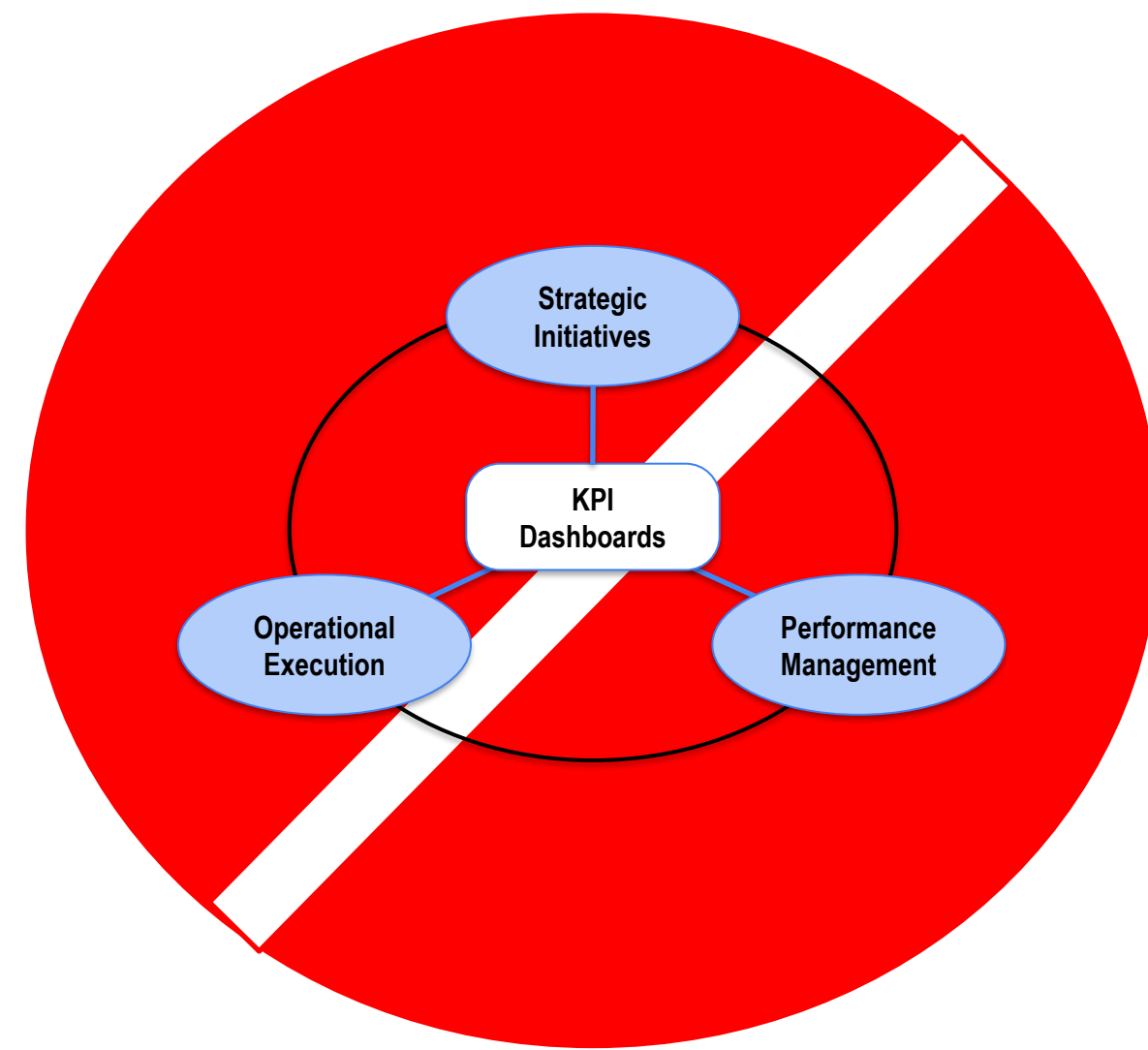


Case Study: Transforming a Disrupted Executive Team at a Robotics Manufacturer

Rick Hasty
Aaron Andrade

Summary

A mid-sized robotics manufacturer faced significant challenges due to unfocused and poorly attended executive meetings, resulting in delayed decisions, missed opportunities, and eroding trust within the leadership team. Under pressure from the Board and shareholders to meet strategic goals, the company adopted consistent management routines with decision-focused agendas. This shift led to improved attendance, better collaboration, timely decision-making, and restored trust among executives. As a result, the company regained its competitive edge, improved operational efficiency, and met its strategic objectives, reinforcing its position as a leader in the robotics industry.



Challenges

- ▶ Regular executive meetings lacked discipline and focus.
- ▶ Meetings were frequently interrupted, attendance was inconsistent.
- ▶ Lack of alignment within the executive team eroded trust.
- ▶ Key business decisions were delayed, resulting in missed opportunities.
- ▶ Company faced mounting pressure from the Board and shareholders to meet strategic goals
- ▶ Morale among executives suffered due to frustration and disengagement.
- ▶ The company's competitive edge in the robotics industry was at risk.

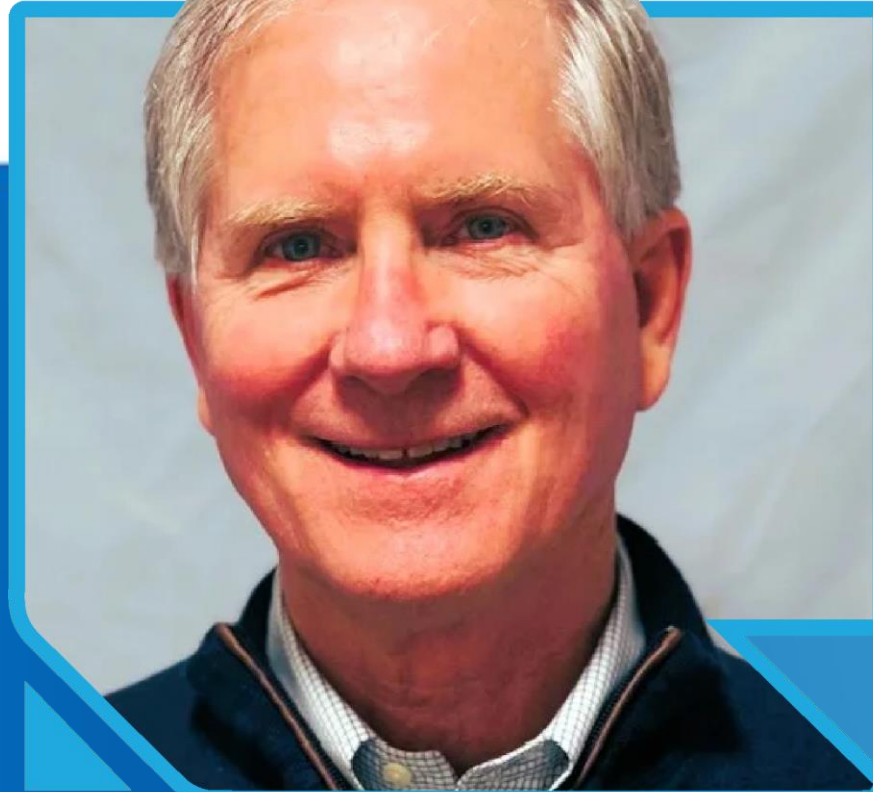
Solution

| Who | What | When | Why |
|-------------------|---|--------------------------------|--|
| Exec Team and CEO | <ul style="list-style-type: none"> Review current priorities Coordinate calendars KPI by execution only | Weekly (weeks 1,2,4) 1 Hour | <ul style="list-style-type: none"> Maintain alignment and focus React to immediate needs and anticipate future actions |
| Staff (DRs) | <ul style="list-style-type: none"> Review current Priorities Determine resourcing needs Coordinate calendars KPIs by exception only | Weekly (weeks 1,3,4) 1 Hour | <ul style="list-style-type: none"> Maintain alignment and focus React to immediate needs and anticipate future actions |
| One on One | Review individual priorities | Weekly 30 Minutes | Provide one on one direction and feedback Talent development |
| Exec Team and CEO | Review KPI Dashboard | Monthly (Week 3) 1 hour | Understand KPI performance vs. plan |
| Staff (DRs) | Review KPI Dashboard | Monthly (Week 2) 1 hour | Review quarterly performance Discuss key strategic issues |
| Exec Team and CEO | Quarterly Review and Strategic Planning | Quarterly | Review quarterly performance Discuss key strategic issues |
| Staff (DRs) | Quarterly Review and Strategic Planning | Quarterly | Review quarterly performance Discuss key strategic issues |

- Adopted consistent management routines with decision-focused agendas.
- Implemented structured agendas with clear objectives, shared in advance.
- Ensured meetings started and ended on time, respecting participants' schedules.
- Defined specific roles for participants to ensure engagement and accountability.
- Shifted focus from reporting updates to decision-making and problem-solving.

Successful Conclusion

The implementation of consistent management routines with decision-focused agendas led to significant improvements at the robotics manufacturer. Meeting attendance and engagement among executives increased, trust within the leadership team was rebuilt, and collaboration improved. The shift to more structured, disciplined meetings enabled the team to make faster and more effective decisions, resulting in smoother operations and enhanced company performance. The company began meeting its strategic goals, which alleviated pressure from the Board and shareholders. Ultimately, these changes restored market growth and the company's competitive edge in the robotics industry, reinforcing its reputation as a leader in innovation.



Rick Hasty
Managing Partner

Rick has been a management consultant, executive coach, and facilitator to senior executives and their teams for more than 30 years. Working with leadership teams across industries in North America and throughout the world. He is an author and keynote speaker on the important topic of leadership development. He formed LNG after serving in management roles at PwC for 12 years. He previously founded Conequity Resources, a management consulting firm acquired by PwC in 2010.



Aaron Andrade
Senior Consultant

Aaron has 20 years' experience as a senior leader, executive coach and management consultant creating organizational development programs that increase employee engagement, develop leaders and achieve business goals. Working in multiple industries, his coaching and team building strategies have received recognition in leading companies like The Boston Globe, Year Up and the U.S. Army where he was awarded a bronze star for his service in Iraq.