



# Case Studies

## EXECUTION

**QUESTION: How do we get the founder out of the business gracefully?**

### The Issue

A founder had sold his business and the buyer needed to hire a good manager to run the business in conjunction with the founder during his earn-out phase. The terms of the transaction were not divulged to the employees and the new manager needed a plan for running the company with or without the founder's involvement.

#### Company Concerns:

- Finding a general manager
- Set up procedures
- Manage a transition

#### Items Covered:

- Recruiting talent
- Manage the transition
- Build listening devices inside the business processes

### First Steps

We helped the client complete a search for a general manager and integrate the GM with the staff and the founder. Next, we set up a dashboard for key metrics, and reviewed the dashboard with the GM. Built next were S.O.P's for each position in the company.

### Second Steps

After a few questions we started to review the relative performance at key time periods. We identified the leverage points in the business and then had them teach best practices to the employees.

#### Items Covered:

- Help the GM think about the business
- Identify leverage points in processes
- Teach best practices in the moments of maximum influence (MOMI's)

#### Results

- The team knew their roles
- What to do when and who to tell about it
- The new owner had an asset that was not founder dependent

### The Outcome

The transition went well, no top employee left the company. New sales people were hired to handle the lead growth and the internal closing percentages improved with best practice training at the moments of maximum influence (MOMI's).

**Do you have business processes that are unclear?**