



distinctions

## Strategic Transformation

### Client Profile

A leading post-secondary college providing allied-health education with 10 campuses throughout the United States.

### Challenge

The organization was in a transition from a being sole proprietorship to a corporate structure as a result of the sale of the organization to a financial holding company. The new CEO, and a mixture of old and new executive team members, caused legacy, loyalty, operational issues, and disagreements among the executive team. At the same time the holding company was pressing management to bring the organization to profitability in order to recover its purchase investment and grow the new entity.

### Solution

Distinctions, Inc. proposed and provided a Strategic Business Transformation intervention that included: Executive Team and One-on-One coaching; adoption of DI's team organization development model to include the already existing HR measures and models; and alignment of the executive team around a core set of enterprise concerns and values. DI then worked with the Sr. Leadership Team in developing cascading KPOs from the core concerns and values across the entire enterprise. This was followed with training and coaching of the campus directors and corporate functional directors in the tribal/team model, and training both the executive team and directors in how to train and deliver their concerns, values and key performance outcomes throughout the 10 campuses. DI included coaching the executive team and directors in annual all-day strategic planning meetings on building key performance outcomes, and the measurements to track progress on those outcomes. Continued coaching and mentoring was provided on breaking through the predictable growth models the management team had planned before bringing DI into the equation.

### Result

The organization successfully opened 4 new campuses in four different cities, moved to strong profitability, and positioned itself for continued extraordinary growth. The company's annual revenue has grown from \$30 million in 2006 to \$60 million in 2008 and the company successfully recapitalized their position with over \$100+ million in 2009.