
Case Study 5: Executive Visibility and Decision-Making

Who:

The company designs complex, customizable workflow management solutions incorporating proprietary hardware, software, and materials.

Situation:

The company depends on projects to deliver products and customized solutions to its customers. Executives were surprised frequently on many of these critical projects, hearing about issues only after a project had deteriorated badly and customers were complaining loudly. The executives needed good ongoing visibility into the status, issues, and risks of current projects. They needed a coordinated way to make decisions, resolve issues, and plan. Without visibility and coordinated decision-making, project teams spent much of their time firefighting. Projects often stalled waiting for clear and coordinated decisions from the management team.

Solution:

Synergy established a central senior management forum customized to the company's needs. This forum plans project roadmaps and oversees the operations of the projects. Project leaders document and present information to the management team in a concise, consistent way, and everyone hears it at the same time. All decision makers are at the table, so well informed, coordinated actions can be taken immediately.

Result:

This new approach has provided a wealth of benefits to the executive team:

- Cross-functional communication and coordination has improved. Information is provided in a consistent format, making it much easier to coordinate multiple projects.
- Senior management gets early warning of issues, so they can prevent rather than firefight.
- Accountability is clearer.
- Decisions are made faster and are higher quality.
- Escalations are more effective because project teams have a clear escalation path.

