



Increasing Leadership and Organizational Effectiveness

SITUATION

With the finance department in chaos, the executive was experiencing difficulty implementing procedure with the staff. In addition, communication with other departments was often ignored leading to a lack of credibility throughout the organization. The information received from the other departments was frequently incomplete and inaccurate, which led to extensive year-end overtime. Employee overtime had become endemic in the department. The change agent was assigned by the organization to this mission critical area.

THE WEINSTEIN FACTOR APPROACH

Assessing the situation, the change agent implemented practices that focused on improving the department executive's personal effectiveness by addressing perceptions about her abilities. Simultaneously, a strategic plan was developed to be used within the department. This strategic plan

and other easy-to-use tools aided the department in creating guidelines for the entire organization. In addition, the facilitator interfaced with the staff in establishing time priorities in order to limit excessive overtime.

WEINSTEIN FACTOR RESULTS

- Reduced overtime by 75% at year-end - Excellent cost-avoidance for the organization.
- The "Best Practices" initiatives created are now required practices throughout the Fleet
- Executive awarded prestigious Meritorious Civilian Service within one year of coaching from the Weinstein Factor Change Agent.
- A detailed twelve month financial program with focused deadlines was developed - now utilized by the entire organization. This impacted the Zero-based budget formulated and met by EVERY department. Hiring personnel was approved.