

Board and Management Structure and Roles

RTB Solutions assisted the Directors of this consulting engineering firm to establish a management structure, governance and accountability framework relevant to the skills, qualities and expectations of the Directors and management team. The primary objective was to establish a clear management structure with appropriate delegation of authority and roles for each of the 5 Directors to enable the business to flourish and to ensure that all Directors are adding the best value possible in their combined roles as:

- Business owner/ shareholder;
- Director/ Board member;
- Management team member;
- Discipline lead / supervisor; and
- Professional engineer.

RTB Solutions adopted a methodology focused on aligning individual Director's skills, talents and motivations against the business strategic direction and managerial functions. The approach was custom-designed to establish a dual alignment of:

- "Hard skills" matched to functional roles
- "Soft skills" and motivational drivers matched to performance characteristics

To positively motivate all personnel in a manner which will lead to the most effective performance of the business, the roles of each Director were matched to their own personal motivators. Combined with aligning individual skillsets to job requirements, this motivational alignment ensures success for both the business and the individual Directors. The methodology applied is outlined below, including an overview of deliverables, style, and outcomes achieved for each stage.

Phase 1. Evidence

Director's motivations

RTB Solutions provided survey templates to gather insight into situational expectations and personal/professional motivations that have driven personnel to their present positions and provides an overview of future ambitions. Personnel were encouraged to reflect upon and document:

- What does success mean to me and where am I on the journey to success?
- What is important to me and what am I trying to achieve?
- How can my role in the business help to achieve my definition of success?

Business direction

RTB Solutions provided a business assessment / performance planning template and SWOT analysis template for the completion by the Directors. By completing this template individually, each Director was encouraged to consider what they see as the competitive advantage(s) of the business, its future risks and opportunities and the "style" of business that they believe will be most successful into the future. The Directors were encouraged to develop and articulate:

- A combined vision, mission statement that best suits the culture of the firm

- A shared vision where it is evident and opportunities for discussion where it is not
- A set of objectives that the firm should be targeting over the next 2 – 5 years

Direction/ motivation alignment

Feedback was provided regarding the level of alignment between personal motivational factors and the strategic and commercial expectations of the business itself. Where discrepancies existed, these were explored with the individual to understand the impact on either business performance or personal satisfaction. This was later examined in a workshop environment attended by all Directors.

Core business functions

A generic suite of functional responsibilities applicable to a typical engineering consultancy business was provided and the Directors were encouraged to understand the activities, responsibilities and workload associated with managing the core functions. All Directors were encouraged to consider the appropriate skills and comparative value and complexity of each core managerial function. A shared view was then established as to the typical skills, experience and personality traits that are best suited to control and manage those core functions as part of the workshop conducted during Phase 2.

Functional/ Director attributes alignment

Results of a recently completed personality survey, which included personality traits and learning styles, were evaluated against the expected skills/ attributes determined for each functional responsibility. A summary assessment was provided for review and further discussion. The Directors were encouraged to critique each other's relevant suitability for each of the functional roles as part of the workshop conducted during Phase 2.

Phase 2. Workshop

The workshop reviewed the previous responses, explored personal motivators, analysed and critiqued the alignment between individual motivators and business direction, with the outcome of:

- Shared understanding of each other's perspective and the drives and ambitions that each have for the business
- Clear common vision, mission, strategic objectives for the business and an understanding of how each Director best adds value to realise those goals;
- Agreed functional responsibilities and the most appropriate alignment of responsibilities based on skills, knowledge, personality traits and motivators
- Identified risks, issues, workload and requirements to enable the responsibility defined.

Phase 3. Recommendations & Transition Plan

Based on findings from the workshop, **RtB Solutions** delivered a responsibility matrix and governance structure clearly identifying each Director's future contribution to the overall management responsibilities of the business. Based on this Position Descriptions were generated for each managerial role and a "*management committee*" charter was provided to articulate how the recommendations can/ will be implemented in practical sense. Transitions plans were developed for each Director to realign their roles and delegate responsibility accordingly to achieve the strategic outcomes of the business.