



Case Study: PE-Held Surgical Group

Transforming Leadership to Improve Effectiveness and Fuel Growth

THE SITUATION

A private equity owned mid-size specialty surgical group needed to address its underperforming Human Resources department. The department was not consistently providing basic services for internal clients, putting at risk the group's ability to retain top talent. The Chief of Staff sought Fahrenheit Advisors' expertise to identify issues and develop solutions to ensure the department could effectively support the group's overall growth and profitability goals.

OUR APPROACH

After completing a hands-on assessment and staff interviews, Fahrenheit determined that the department's dysfunction stemmed from a lack leadership, which affected departmental accountability, productivity, processes, and progress.

To repair HR leadership effectiveness, Fahrenheit focused on coaching to improve performance, leveraging both individual and team-based strategies. Problem resolution coaching was initiated with department leaders to prevent issues from disrupting their effectiveness. New leaders received onboarding and assimilation coaching including talent assessment tools to ensure successful transition to their roles and improve retention. Leadership development also was accelerated to improve individual leadership abilities, enhance team dynamics, and strengthen change management competencies.

Fahrenheit also implemented several targeted solutions to restore essential HR functions, including developing a new compensation plan to improve retention and recruitment.

THE RESULTS

- › Improved HR department functionality to support the group's growth and profitability, both of which increased exponentially over the engagement — including a successful transition to private equity ownership
- › Transformed HR leaders from disruptive and disliked to effective and respected
- › Increased recruitment success
- › Enhanced executive assimilation and increased the retention of executive new hires
- › Reduced executive turnover
- › Increased overall employee engagement and satisfaction
- › Created a stronger executive leadership team empowered to make decisions versus take orders
- › Established an ongoing coaching culture focused on skill-building in key areas, including enterprise-level and strategic thinking, executive presence, influencing and managing politics, leading change, dealing with conflict, and goal accountability
- › Provide ongoing market data and analysis to ensure pay is competitive and equitable

FEATURED CONSULTANTS

Jeff Ertel
Managing Director

Brad Harper
Managing Director

Frank Cummins
Director

Merryman Putnam
Director

"The Fahrenheit team really listened to the issues and concerns we outlined and then crafted ideas that fit our specific needs. They are unique in not using a "canned" approach to solving our challenges, and they approach things in a straightforward and pragmatic way that is refreshing and helpful. The Fahrenheit team asked thoughtful questions that helped me think differently about parts of the business and how I lead the team."

- Founder & CEO