
BUSINESS CASE

"Time-teller" versus "Clock-builder"

A great idea and its bringing to life is what makes a visionary, it is the quality of a "time-teller". You tell others what time it is, what has to be done, who has to do it, etc. You build up, surrounded by many helpers, a company tailored to you. But if you take the "time-teller" out of the equation, the organization is no longer able to act and often ends in standstill or chaos.

To build a company that is successful beyond the presence of a single visionary, however, requires a "clock-builder". The greatest product of a "clock-builder" is the organization itself.

But when is the right time for a "time-teller" to initiate the "clock-building" and how can a successful transition happen?

This describes very well the situation of our client, who built a medium-sized company perfectly tailored to himself and growing steadily.

The owner's good feeling of "holding the reins in his hands" and "running the company flexibly and unbureaucratically", was overshadowed by the rising amount of problems that all landed on his desk. Lots of small and unimportant topics that filled his calendar and ate up time. He became a fire fighter.

Employees lacked direction and became dissatisfied with work, too. Decision making took too long, was not comprehensible and on top changed halfway through. Some demanded a clear strategy, while others settled comfortably in the ambiguity.

When highlighting the situation to the owner, the need for transformation became clear. What made the business great so far will no longer suffice to ensure future success.

The company needed:

- a **business strategy** that gives the organization a clear direction
- a new **organizational structure** that relieves the owner and empowers employees
- a **leadership** that delegates responsibility and creates freedom

This illustrates the complexity of the task to interweave leadership, strategy and organization.

Together we implemented these changes in a structured process and at the right pace. We triggered the "clock-builder" qualities in the owner to prepare for a new way of leadership.

