



When companies correctly identify then understand how to use their Vision Statement/Declaration, it becomes a solid 'how-to' guide for everything – from who are our ideal clients to who are our ideal employees. For many, getting clarity on the vision leads to significant changes, which result in unforeseen benefits and profitability. To know a change is needed and then do what's necessary to find out what to change and then how to cause the change means the company has intelligent, aware, and strong leadership.



Company – Spectrum Uniforms

"We innovate uniformity, comfort and style with ease for people who serve the world!"

Spectrum Uniforms is a family-owned business started in 1987 by Mr. Rupendra Radia. In 2019, Mr. Radia turned the company reigns over to his daughter Chandani Radia. The company and its 25 employees operate out of Houston, Texas, and serve clients globally. Primarily, Spectrum designs and manufactures high-quality customized apparel for the healthcare industry and others both locally and globally.

In 2020, the company achieved a 4.5 times increase in annual revenue. It would be easy to dismiss this impressive improvement to COVID, but there is much, much more to this story. The fact is, COVID would have swiftly hurt the company had it not been prepared to handle the tremendous increase in sales.

As is the case with most projects, Kathi Crawford and People Possibilities had been referred to Ms. Radia and were coming in to help with employee issues consuming the company's most valuable and scarce resource – management attention. As is also the case with most projects, this troublesome issue was a blessing in disguise.

The issue itself was a symptom of a much bigger core problem.

"In her brilliant and skillful way, Kathi was able to help me understand the difference between what I wanted and what was really needed in order to achieve the goals I'd set for the company." — CHANDANI RADIA

Challenge — Organizational Development Synchronized With Corporate Goals

Kathi started where she always starts — at the bottom, the foundational platform that's needed to support the company's ability to grow into its future.

The foundation is laid with the culture, structure and process needed to yield the actions and behaviors required for success.

"Before my work with Kathi, running the company was a chore. It felt like every day I had to put on my armor and prepare myself for the ensuing battle. We were a perfect example of 25 people in the same boat, all rowing in different directions with different goals and expectations." — CHANDANI RADIA

To begin we started with the goals of the company. Of course, this entails being profitable, but it also entails being highly trusted and respected by clients, loving and appreciating clients, employees, suppliers, having fun, growing, and watching the team flourish every day.

When you find yourself at odds with your goals, it's useless and harmful to blame anyone because it leads nowhere and fixes nothing. Because the foundation of any company is its people, you need to understand what knowledge, skills, abilities, and behaviors are required to be successful and to achieve the goals.

This is precisely what Ms. Radia and Ms. Crawford sought to understand. By identifying what was needed from the employees, many things became clearer and clearer along the way.

In addition to technical skills, the company identified these behavioral competencies needed from all employees:

- Learning on the Fly
- Critical Thinking and Decision Quality
- Innovation and Creative Problem Solving
- Technology and Systems Proficiency
- Constructive Conflict and Collaboration
- Perseverance and Humor

- Communication (both written and oral)
- Customer Focus

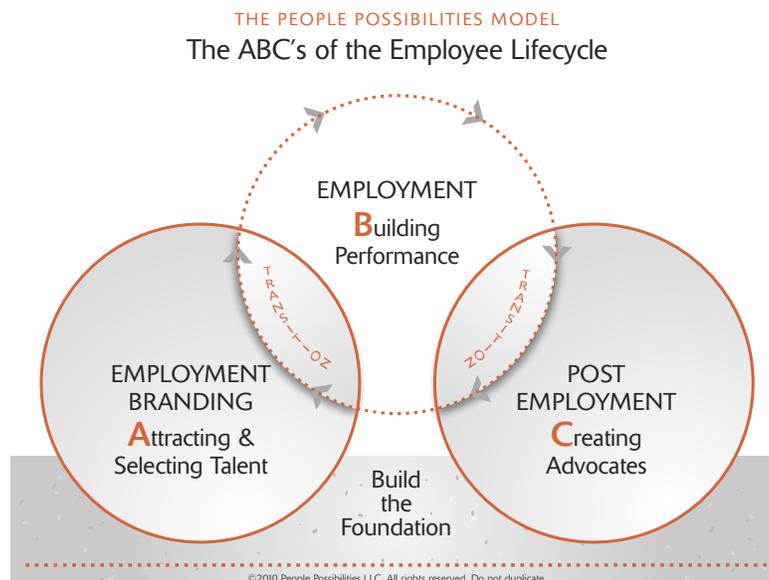
It's not enough to simply state these competencies. To know someone can 'learn on the fly,' metrics/rules/procedures on how to find, coach, and evaluate people must be developed.

In going through this evaluation, it was apparent that a few specific roles were defined incorrectly to support the company's goals, and that the people in these roles were not a fit. As these roles were better defined and the talent aligned, the transformation of the company began to take shape.

The sales team was reassessed and several team members parted ways. Leaders within the company were set up to complete learning and development to help them become more self-aware, and answer and demonstrate what 'good leadership' looked like for them along their path.

Ms. Radia learned to manage through the strengths of her employees. She learned to be self-aware and to recognize when her approach was either not working, not going to work, or should even work because it was the wrong approach. She learned how to teach others this skill and have everyone work together for a common goal.

Together, People Possibilities and Ms. Radia built the foundation that was needed, including the systems, procedures and rules, to support and develop the organizational culture and performance expectations required for success. Things that sound easy to do but in reality, without understanding the leader's underlying assumptions and without understanding how to tie the employee behaviors to the company's goals and vision, these systems and procedures were only lip-service and were inconsistent. Done correctly, these tools make it perfectly clear how the effect > cause > effect cycle works and how to correct causes that contribute to bad outcomes.



These tools start with the ABC's of the Employee Lifecycle process:

A = Attracting & Selecting Talent. The job descriptions supported the attraction and selection of the right people for the jobs. From this came the organizational chart, a foundational need for defining the structure required, then assess current staff as to fit, then fill open roles with the right people. The succession planning process provided a clear picture for employees as to their potential career path.

B = Building Performance. At the same time, we implemented onboarding plans and the employee development process, as well as one-to-one coaching with key leaders.

C = Creating Advocates. With A and B in place, C takes care of itself. If employees leave, they leave happy and feel they've had a positive experience.

Spectrum Core Purpose We innovate uniformity, comfort and style with ease for people who serve the world!

Tangible deliverables include:

- Created the company mission and vision. Through this, Spectrum reached the holy grail of corporate vision — their core purpose becomes their tagline! And their core values are expressed every day by the team.
- Identified core competencies that are most important for success in the job and aligned with the firm's core values, goals, and strategy.
- Created the employee handbook to reflect and promote the unique culture.
- Wrote formal job descriptions for all positions to clarify job expectations, roles and responsibilities.
- Established formal procedures for sourcing, screening and recruiting candidates with a structured process for onboarding new hires.
- Set a proactive hiring strategy to ensure the correct staff levels are in place to match the desired growth.
- Created performance review forms and processes tied to performance goals by position and focused on employee development and career planning.
- Coach the leader and key managers.
- Created a succession plan to identify and close gaps.

"My greatest joy, so far, has come from watching our people become leaders. And how quickly they revealed their abilities. One employee went from folding clothing to managing the entire department, including e-commerce customer orders. Because of the process, we were able to discover what she really wanted and what was limiting her. We created a path, and she ran full speed along that path. We managed through her strengths, which is now our strength." — CHANDANI RADIA

Spectrum Uniform's September 2019 to December 2020 Results

When 2020 and COVID showed up, the team was ready. No more fire-fighting and management's attention was right where it should be — on the company's growth and its people.

Spectrum is not a 'work from home' business so they created a strategy to bring all 25 employees into a safe and healthy environment with no service disruptions to their customers.

By March 2020, the company had achieved revenue equal to all of 2019. It grew again significantly in April 2020, and the growth continues, though the pace has settled into 2021.

Supply chain challenges with their China manufacturing partner were quickly identified and resolved. This allowed them to meet the significant increase in demand without delays.

March 2020 was also the month that the VP of sales and two salespeople left the company. But the infrastructure was in place to bring in the right people quickly.

In early 2019 the technological changes along with identifying the right team members coupled process and people to enable the quick expansion with limited resources.

They expanded the company's sole dependency on distributors to establish direct relationships through an e-commerce platform and dedicated team.

Epilogue

Ms. Radia summarizes her work with Kathi and People Possibilities in this way —

"My advice to fellow business owners — Don't wait until you 'need' her. Hire her NOW.

"Kathi has been a sounding board and trusted advisor. She gave me light and helped me see, really see, the opportunity I had in front of me. She already knew the opportunity, but she also knew I was the one who had to find and embrace it.

"She gently introduced me to my blind spots and gave me powerful lenses to look through. Clarity, clarity, clarity — she brought me the gift of clarity.

"She was right there with me every time I needed help with 'how do we get there?' She is a masterful guide. When we slid backward, she pulled us forward.

"Kathi has challenged me and the business to plan and enabled us to understand how to improve continually. Because of her extensive and varied business background, she has a 360-degree view. When you know something needs to be done, but you don't know how to do it, expertise and the skillful delivery to transfer that knowledge is crucial. Kathi is a master at this." ■

Be more.™

At the heart of People Possibilities is the belief that transitions are extraordinary opportunities for innovation, relationship-building and growth. We empower leaders to transform the workplace by creating innovative solutions for people at work.

Building a bridge to a new way of thinking, People Possibilities focuses on optimizing the power of positive change. We partner with business leaders to understand the complexities of human interaction and provide ideas to foster the employee lifecycle and increase productivity.

At People Possibilities we are changing the culture of business one leader at a time.



1909 Branard, Suite E
Houston, TX 77098
Phone 281-450-6316
Fax 713-523-1474
kcrawford@peoplepossibilities.com
peoplepossibilities.com