
CASE STUDY

Transforming a Growing Construction Company Through Leadership Alignment and Operational Excellence

Industry: Commercial Construction | **Revenue:** \$15 Million | **Employees:** 75 | **Region:** Southeastern U.S.

The Situation

Over five years, this commercial construction company had roughly tripled in size, growing from about \$5 million in revenue to \$15 million. That kind of growth is something to be proud of — but it has a way of exposing every weakness a business has been able to get away with at a smaller scale, and this company was feeling all of them at once.

The owner was working 60 to 70 hours a week, making nearly every major decision and constantly putting out operational fires. Project managers ran their jobs independently, which meant processes were inconsistent from one project to the next. Field supervisors were heads-down on immediate demands but had little sense of the company's broader priorities. As one leader put it, the company was “busy all the time but not moving forward.”

The strain was real: missed deadlines, communication gaps between office and field, rising turnover, weak accountability among department leaders, no strategic planning process, and an owner who was involved in nearly every significant decision. The sales pipeline and backlog were strong — but these growing pains were quietly threatening both profitability and the company's ability to scale any further.

What We Found

Our assessment — leadership interviews, employee surveys, process observation, and a hard look at planning and capability — surfaced four consistent themes.

A lack of clarity Leaders couldn't consistently articulate the company's vision, priorities, or top goals, and employees described those objectives differently depending on their department.

Poor alignment Department leaders optimized for their own corner of the business, which created competing priorities, resource conflicts, and slow decisions.

Weak accountability Meetings centered on status updates rather than problem-solving, and the same action items came up again and again without ever getting done.

Leadership skill gaps Many supervisors and project managers had been promoted for technical skill, not leadership ability — and no one had developed them as leaders.

What We Did

We implemented a Leadership Operating System built around five pillars — a structure that connects strategy at the top to execution in the field.

Clarity In a facilitated strategic planning workshop, the executive team established a vision, mission, core values, three-year objectives, and annual priorities — then translated them into measurable goals everyone could see.

Alignment We cascaded those goals so each department’s objectives connected directly to company priorities, and leaders began reviewing strategic metrics, department performance, and project health together in monthly alignment meetings.

Culture We defined clear leadership expectations and introduced a competency framework centered on communication, accountability, coaching, problem-solving, and continuous improvement — backed by real coaching and development.

Execution A weekly accountability process gave every leader a place to name their top priorities, key commitments, and obstacles needing escalation. Meetings shifted from reporting activity to removing barriers and solving problems.

Growth We launched a leadership development program for supervisors and emerging leaders — situational leadership, coaching, difficult conversations, Lean problem-solving — and paired senior leaders with future leaders through mentoring.

The Results

After twelve months, this was a fundamentally different company — not because the people changed, but because the system finally supported them.

- Leadership alignment scores rose from 62% to 91%.
- Weekly commitment completion improved from about 55% to 89%.
- Voluntary turnover decreased 27%, with employees reporting more trust in leadership and clearer understanding of goals.
- Project schedule adherence improved from 78% to 92%.
- The owner reduced his weekly workload by roughly 15 hours — and, just as important, redirected that time from daily firefighting to strategic growth.

Financial Impact	Annual Value
Reduced turnover	\$85,000
Improved project delivery	\$210,000
Increased capacity	\$320,000
Reduced rework	\$95,000
Total estimated annual impact	\$710,000

“For the first time in years, our leadership team is pulling in the same direction. We finally have a system that connects our vision to daily execution.”
— President

“Tom didn’t just help us improve our processes. He helped us become better leaders.”

— Operations Manager

“The biggest change wasn’t in our projects — it was in how our people think and lead.”

— Owner

The Takeaway

Most organizations don’t fail because they lack talented people. They struggle because they lack a system that connects strategy, leadership, accountability, and execution — and growth only widens the cracks.

By building that system around Clarity, Alignment, Culture, Execution, and Growth, this company went from depending on its owner to standing on its own. Create clarity. Build alignment. Execute. That’s where transformation begins.

Curious where your organization stands? Take the free Leadership Operating System™ assessment, or book a discovery call with Tom at northstarlc.com.