

Company:

Management
Decisions, Inc.

Customer Since:
1997

CEO:

Ella Kosciak

The Business:

Staffing and
Services for IT,
Medical, and
Financial Industries

Improved Management Team Effectiveness and Consistent CEO Leverage Lead to Continued Growth, Improved Profitability, and New Lines of Business

The Challenges

1. A family business with family dynamics
2. A stretched CEO requires an exceptionally strong management team
3. Growing business requires alignment of disperse geographical branches
4. Leadership needs to balance management of day to day tasks with strategic goals

What Happened?

CEO Ella Kosciak founded Management Decisions, Inc. based on the premise that people mattered most. An entrepreneur at heart, her "first management team" consisted of her dad, her husband and some dear friends. **Meeting effectiveness was not something they boasted about.** A baseline management survey revealed that the team was anxious to improve communication and decision making so that they could all focus on what they had in common, growing and improving MDI. Nine years later, friends and family are still involved as part of the team, but **now management notes their #1 organizational strength as management team execution.** Over the years, Melissa has worked with Ella on a few key items:

1. **Clarifying** her on thoughts about the direction of the business, her role, and the roles of her management team
2. **Implementing** a Strategic Planning Process with the management team
3. **Cascading** operational goals throughout the MDI operation

Privately held, Ella constantly faces decisions regarding the pace of growth, the right level of profitability, and the balance between running the core business and investing in new ancillary businesses. **Melissa helps Ella when she is faced with tough decisions.** She helps her to clarify her options and make decisions she feels comfortable with. **Like an insurance policy, Ella knows that she has done her best to work through the issue before making a big leap.**

Having worked with Melissa through Inc. Consulting in 1997-1999, Melissa and Ella reconnected in 2004 when Ella was in search of support for improving their strategic planning processes. Over the last few years, Melissa has worked with Ella to develop what many of her peers consider one of the tightest and

"Her constant ability to push you and ask the tough, yet great questions allowed me to grow. She never jumps to conclusions and has great ideas that never occurred to me."

- Ella Kosciak, CEO, Management Decisions, Inc.

effective planning processes. **Not only does the senior management have clarity around the strategic priorities but they work very closely together to monitor and manage the plan to measured results.** Annually, Melissa works with Ella to run a very productive offsite meeting to set the organizations goals and refine management and organizational alignment processes. Once or twice a year, Melissa visits MDI to "check-in", work through specific issues with Ella and to work through options for process improvements based on the team's current progress. Additionally, MDI has base business operational goals that the entire

"There is no one better. We have changed dates, location, venues, short of climbing a mountain to get you!"

- Ella Kosciak, CEO, Management Decisions, Inc.

organization contributes to and understands. Every part of the organization, both branches and HQ divisions have "cascaded dashboards" that tie back to the critical operational goals. It is this level of clarity and measurement that has driven MDI's results to an all time high over the last three years.

The Results

Financially, while MDI has worked with Melissa the company **has grown from 18 million to over 65 million in revenue.** And recently, they **have gained significant improvements in profitability as a result of the focus driven by their dashboards** and for '06, they are 125% over budget. On top of this, they have launched two new divisions and have begun to aggressively open new branches. Clearly it's Ella's focus on people coupled with the management team's discipline to use and manage the tools that Melissa shared and revised with them year after year.

"She takes the time to understand every situation and work through to the right answer. She truly cares, understand my pain, and understand me."

- Ella Kosciak, CEO, Management Decisions, Inc.