



CASE STUDY: DTEC

Developing frontline leadership skills
to drive capacity and growth

AT A GLANCE

GOALS

- Increased Operating Capacity through Empowered Team Leaders
- Skills Development at Frontline Level
- Revenue Growth

RESULTS

- Confidence in Team Leads
- Increased Capacity & Reduced Turnover in Field Team
- Freed Up Senior Leaders
- Upskilled Frontline Workers
- Sharply Increased Revenue



"Spur's training of our front line leaders has been instrumental in the growth and increased confidence of our leaders. Entering our second year, I appreciate that Dan and his team are very tuned into our goals and they continue to adapt the topics and format to our needs."

**JOEL JONKER,
BUSINESS OWNER**



CORE CHALLENGE

At the beginning of the engagement, the owner shared, "We've been in business for over 25 years, and on relatively short notice we're in the position to substantially grow. There's tremendous urgency from our field team to get more work done and we feel the pressure from our customers. Our main constraint to growth is a lack of leaders to expand our number of operating teams, since they all independently operate in the field. We need to develop our leaders, so they can develop their team members into future leaders. Yet, many of our new leaders find the added responsibility of leading coworkers difficult. We want to help them thrive but it is difficult to find the time to regularly invest and we don't have a formalized training plan. If we pour into our team leads, we know they will carry the culture. Our message needs to be, "Replicating yourself is one of the best things you can do."

SPUR SOLUTIONS

At the beginning of 2022, new Team Leads didn't have the confidence to act as empowered leaders with authority to lead their teams. Senior leaders were spending too much time acting as a backstop for decision-making. We began the engagement with a social-emotional skills assessment, noting that 75% of long-term job success depends on people skills. We began with a 6-month engagement centered on regular 1:1s with the General Manager, three (3) senior leaders, and eight (8) team leads, as well as regular interfaces with the owner. We provided coaching services focused on:

- The opportunity to free up Senior Leader time by helping Team Leads to grow in self-confidence and leadership skills, and providing related management tools;
- Encouraging Team Leads to become developers of their team members, through skills training in both formal and informal settings;
- Engaging regular rhythms for performance reviews to provide more transparency to Team Leads and their team members regarding skills, competencies, and opportunities to upskill;
- Creating clear development pathways that aligned wage increases and promotions to skills improvements and training that created significant value;
- Engaging crucial conversations between Senior Leaders and Team Leads to improve patterns of communication; and
- Encouraging the General Manager to delegate down-the-chain to free up his time.

RESULTS OF ENGAGEMENT

In a high-turnover industry, DTEC has bucked the trend with its Team Leads. In 2022 their crews were more consistent and capable than ever before, and their Senior Leaders were freed up to respond with agility to customers caught in changing market conditions. They hit record revenue while their competitors struggled in a challenging labor market. The engagement has since been renewed twice and remains ongoing. In 2023, we began group trainings with Team Leads to reinforce "the DTEC way" and develop consistency in the leadership approach through further peer-to-peer engagement.