



CASE STUDY: L&R PALLET

Our first and longest-standing customer.
The standard for the work that we do.

AT A GLANCE

GOALS

- Support Managers
- Align Values and Behaviors
- More Positive Employee Experience
- Improve Retention

RESULTS

- Increased Trust and Alignment
- Decreased Turnover
- Increased Profitability



"The proof of Spur's work is in the peace right now... they understand our people so well, but more than that, they learn the business, clarify the problems, and coach to solutions that actually make sense..."

Spur has been the single-best investment we've made in the last 2 years."

**JAMES RUDER,
OWNER**



CORE CHALLENGE

Despite years of creatively investing in their employees, the nature of the work at L&R Pallet - combined with a historically competitive labor market in 2019 - made it challenging for L&R to find and keep good employees. They needed a solution to carry their values through to every level of the company while improving organizational performance. While L&R had a strong reputation of serving their frontline employees well, managers were bearing the brunt of the challenging labor market. One manager said, "My hair is falling out because of my stress." L&R needed to support their managers while boosting employee morale, engagement, retention, and productivity.

SPUR SOLUTIONS

We entered into an initial 6-month engagement to develop and train Senior Leaders and Frontline Managers. During bi-weekly 1:1 meetings, it became clear that frontline managers could be more assertive in communicating challenges upstream and delegate more downstream. This resulted in leaders absorbing less stress, identifying and developing frontline talent, and gaining energy and confidence to lead. Our coaches empowered leaders at multiple levels to develop their own creative solutions to the challenges they were facing. We modeled healthy coaching practices to these leaders by demonstrating active listening, respectful disagreement, responsive problem-solving, and accountability. Leaders learned the benefits of balancing the tension of empathy and accountability with their team members. Leaders' relationships with their team and each other improved as they recognized they had similar challenges and could learn and grow together.

As Frontline Managers built trust with their team members, they saw improved follow-through that freed them up to solve higher-level challenges that Senior Leaders had been handling. The cascading effect of increased responsibility at the frontline level pushed its way up to the top of the organization, where the Plant Manager and Owner were able to tackle back-burner projects they had sidelined for months or even years. By the time the pandemic was in full-swing, L&R was able to anticipate the upcoming challenges and lead their industry in quality and on-time delivery during a severe supply-chain crisis.

L&R was acquired in 2022, and Spur continues our work under the new ownership.

RESULTS OF ENGAGEMENT

L&R is our quintessential example of handling the brass tacks of frontline management and transforming the experience of frontline workers, so senior leaders can be freed up, realize the power of unbridled visionary leadership, and focus on truly serving customers and employees to create tremendous value in their communities through their operations. We continue with our 1:1 coaching and Frontline Manager "round-ups" to develop leaders and grow the business.