VELOCITY ADVISORY GROUP

CPPI

"A company's culture is key to performance but it has so many dimensions to it. Velocity helped us to become more intentional about the culture we wanted and continues to help us sustain a culture that aligns with our mission to build strong and lasting relationships and structures. We build strong and lasting structures, Velocity helped us build a strong and lasting culture."

Breck Weingart
Chairman, CPPI

Building a Sustainable Performance Culture

INTRODUCTION

Headquartered in Gainesville, Florida, **CPPI** is a general contracting, design-build and construction management firm with branch offices in Florida, Georgia and Virginia. In 1968 Charles Perry founded Charles R. Perry Construction, Inc. and expanded operations in 1993 when he founded Perry-Parrish, Inc. (PPI) to pursue CMR (construction management at risk).

Mr. Perry was widely known for his professionalism and integrity along with his strong sense of family, cordiality, respect and fairness. As such, he fostered a work culture that placed a high value on these traits and he created a legacy that became the foundation for the company's culture today.

In 2011, Charles Perry R. Construction, Inc. and Perry-Parrish, Inc. merged as one company, Charles Perry Partners, Inc. (CPPI). The leadership team realized that as the combined teams came together, it was extremely important to preserve and advance the culture and values that Mr. Perry had instilled when he started the companies so many years ago to assure the newly combined companies hit the owner's performance expectations and remained a desirable place to work.

GOALS

As the combined organization grew in size and complexity their opposing cultures made it more difficult to maintain the cultural values that had historically provided such a strong foundation. This challenge was reflected throughout the organization in increased employee turnover rates. A simultaneous economic downturn sent shock waves across the commercial construction industry, directly impacting CPPI's revenue and slowing growth. This convergence prompted the CPPI leadership team to re-evaluate their organization, what had contributed to their success in the past and how they wanted to achieve their goals in the future.

A cultural transformation project can have its genesis a number of ways – a decline in financial performance, high employee turnover rates, low morale, a divided senior team, unhealthy relationships between departments that rely upon one another. For CPPI it was the opposing cultures of two merged companies which so often results in the worst of each culture emerging. Statistics show that most merged companies do not meet the financial objectives originally set.

CPPI's seasoned team of construction executives knew about building structures but didn't have experience in merging companies. They reached out to Velocity Advisory Group for help in diagnosing where they are today, creating a desired future state and providing a roadmap and guidance to assure they arrive in time at their destination. The leadership team realized that they had assumed a great deal of alignment between the two organizations that, in reality, didn't exist. They understood that a strong culture was imperative for them to achieve the goals of the newly merged companies.

The culture that emerged organically when Mr. Perry led the two smaller companies, required a much more intentional approach for the larger merged company as the team planned for a rapidly changing future that was founded on the values of the past.

SOLUTION

At Velocity, we believe that an Intentional Culture continuously aligns and regulates an organization's values, beliefs and behaviors in support of the business strategy. Velocity Advisory Group (Velocity) partnered with CPPI to implement our Intentional Culture Framework™. This methodology is a three-phase process that helps teams understand where they are today and to create a desired future state which aligns vision, culture and individual performance toward their company goals. Each part of the methodology incrementally builds upon the next to turn insights into alignment and action, drive implementation of culture priorities, create champions, advance employee buy-in and sustain the change with guidance from Velocity at each step of the process.

Velocity and CPPI first targeted the mission, vision and values of the company. Through a series of surveys, employee interviews and the development of a culture action committee, the team was able to identify and clearly articulate the mission, vision and values that not only reflected what Charles Perry had pioneered, but those that were also priorities and remained meaningful to the current team.

INTENTIONAL CULTURE FRAMEWORK™

The combined teams worked together to develop a strategic plan and roadmap that recognized the united culture as the desired future state. Using this work as a springboard, the teams began to look at ways to communicate and collaborate more effectively. Velocity introduced a unique version of the DISC Behavioral model featuring bird metaphors (Eagles, Parrots, Doves and Owls) to help team members communicate with their peers more effectively. This program was so successful that it was rolled out to the entire organization and then shared with some of CPPI's valued partners and customers.

Velocity also provided continuing and targeted executive coaching to the leadership team. This program enabled leaders to address change management challenges more quickly while also continuing to reinforce the vision, values and purpose of the culture.

Velocity helped the leadership team to shift some of their focus toward longer term company goals, including company growth in the marketplace and succession planning. By addressing longer term needs of the organization, the team continues to ensure that the time and energy that they invest toward the mission, vision and values, doesn't go to waste.

The organization defined and developed five core values:

- Committment
- Integrity
- Teamwork
- Excellence
- Stewardship

These values support the mission:

To build long-lasting relationships and structures.

Each CPPI employee was given a coin on which the mission and values were imprinted. The coin acts as a tangible reminder of the values and helps team members to continue to sustain the desired culture. As new employees are hired, they receive the coin as part of their onboarding. Team members keep their coins handy and are frequently rewarded for referencing them.

RESULTS

Velocity helped CPPI's leadership team to embrace and sustain a unique culture that impacts the way CPPI does business. Almost every aspect of the business was measurably impacted by the company's commitment to a strong culture.

RECRUITING EFFORTS

CPPI recruiting efforts are now geared toward attracting people to the team who will contribute to and thrive in their culture.

TEAM BUILDING EXERCISES

The company has pushed team building exercises out to project teams in the field that include CPPI partners and clients.

TEAM FEEDBACK

Team feedback has driven various culture-based initiatives including a program to facilitate cross-generational collaboration in the workplace.

CPPI sees the positive results reflected in employee retention rates. Turnover has decreased from 33% to 5% annually since the program's inception.

As the CPPI family has grown to over 200 employees, the unified team has been able to sustain a culture that supports their mission today and in the future. CPPI continues to rack up achievements and expand their business. Just as CPPI continues their commitment to a strong culture, Velocity continues their commitment to support CPPI as they make their mark on the construction industry. CPPI has surpassed all financial metrics they determined when they made the decision to merge the two companies in 2011.

Significantly, the company has seen an increase in revenue of 244% for the five year period after engaging Velocity.

WHY VELOCITY ADVISORY GROUP?

Velocity Advisory Group applies decades of experience and expertise in executive coaching, strategy development, performance consulting, and team dynamics to guide our clients through cultural transformation. By combining proven methodologies for organizational change with a comprehensive understanding of successful culture shaping practices, the Velocity team helps companies develop and maintain strong cultures that align with their values and drive business results.

VELOCITY ADVISORY GROUP

ABOUT VELOCITY ADVISORY GROUP

Velocity Advisory Group delivers strategic support and development opportunities that senior leaders need to align their teams and lift their organization. Our team brings extensive experience in strategic consulting, executive coaching, and developing talent through intentional culture initiatives and people insight technology. Since 2009, we have been committed to building momentum across organizations by equipping leaders with the tools and intelligence needed to elevate culture, eliminate inefficiencies, and propel strategic action.

CONTACT US TODAY

Or visit **VelocityAdvisoryGroup.com** to learn more about
we can help take your organization to the next level.