

MEASURE · IMPROVE · REALIZE

Hawkins & Hayes

CAPABILITY & ACCOUNTABILITY

CASE STUDY

CLIENT BACKGROUND

The client managed large-scale landscaping and maintenance contracts across the Southeast. Rapid growth outpaced leadership structure, causing inconsistent standards and unclear expectations. Hawkins & Hayes was engaged to strengthen management capability and establish a culture of clarity, ownership, and consistent performance.

OUTCOMES AND DELIVERABLES

The engagement produced measurable gains in consistency, communication, and culture:

- **Regional profit variance** tightened from ±14% to ±5% within three months.
- **Employee turnover** reduced by 22% due to clarity of expectations and improved dialogue.
- **Leadership self-sufficiency** increased, cutting executive firefighting time by half.
- A **sustainable management cadence** was embedded within the company's internal operating system.

EXECUTIVE SUMMARY

A fast-growing commercial landscaping company had doubled revenue in four years but struggled to sustain profitability and morale across its regional teams. Despite prior system and process improvements, performance remained inconsistent. Hawkins & Hayes was engaged to build internal capability and accountability — embedding leadership discipline, ownership, and alignment that could endure beyond consulting support. Over nine weeks, the engagement reduced regional profit variance from ±14% to ±5% and improved retention by 22%, transforming accountability from punitive to empowering.

THE CHALLENGE

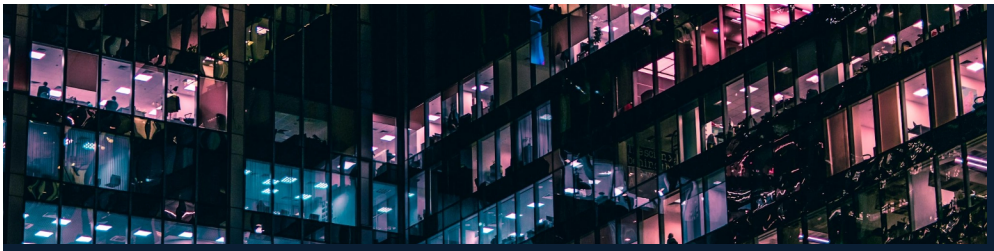
The company's systems and workflows were solid, but execution discipline was uneven.

- Supervisors varied widely in decision-making and follow-through.
- KPIs were inconsistent between branches, creating confusion and disengagement.
- Accountability conversations occurred only reactively, not proactively.

The question was no longer *what to improve*, but *how to ensure consistent execution*. Hawkins & Hayes was engaged to operationalize accountability and strengthen leadership capability across all levels.

HAWKINS AND HAYES APPROACH

We focused on embedding ownership and performance rhythm — building capability that sustains itself:



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WHY CAPABILITY & ACCOUNTABILITY MATTERS

Sustained performance depends on people, not just process. Hawkins & Hayes helps organizations convert individual effort into collective discipline — aligning leadership, metrics, and communication to create accountability that lasts. When roles are clear and ownership is shared, improvement becomes self-sustaining, and performance becomes predictable.

LEARNINGS & NEXT STEPS

Building capability and accountability transforms leadership from oversight to empowerment. By defining clear roles, connecting metrics to outcomes, and instilling rhythm in reviews, the company achieved operational consistency and cultural alignment. The next phase ("Realize → Sustain & Scale") will focus on institutionalizing these behaviors into succession planning and long-term governance.

CLIENT REFLECTION

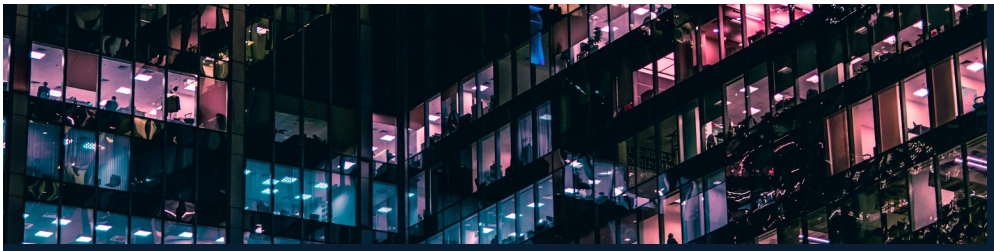
"The difference was night and day. Before Hawkins & Hayes, accountability felt punitive — now it's empowering. People know what good looks like, how to measure it, and how to own it."

HAWKINS AND HAYES APPROACH CONTINUED

- **1. Role & Responsibility Clarity**
- Rewrote supervisory job descriptions around measurable outcomes, not tasks.
- Introduced RACI (Responsible, Accountable, Consulted, Informed) matrices for key operational processes to clarify ownership and reduce overlap.
- **2. Performance Framework**
- Designed a cascading KPI structure linking corporate goals to individual scorecards.
- Established weekly "performance huddles" using visual dashboards showing productivity, client satisfaction, and margin contribution.
- Implemented a monthly review rhythm between regional managers and executives focused on *cause and action*, rather than *report and defend*.
- **3. Capability Development**
- Delivered leadership workshops emphasizing delegation, feedback, and proactive problem-solving.
- Built an internal *champion network* — peer mentors tasked with maintaining standards and sharing best practices across regions.

KEY FINDINGS

Insight	Description	Outcome
Management Training Gaps	Only 30% of supervisors had received any formal leadership development	Training Implemented across all branches
Taregt Misalignment	KPIs and incentives varied by location, driving inconsistent priorities.	Regional profit variance reduced from ±14% → ±5%.
Reactive Accountability	Performance reviews occurred only after issues surfaced	Turnover decreased by 22%, and proactive issue resolution doubled.



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TIMELINE & WORKING WITH HAWKINS & HAYES

WEEK

1-2 · Week 1–2 · Orientation & Alignment
We begin with clarity — defining objectives, stakeholders, and value metrics. A kick-off workshop establishes scope, data access, and cadence of communication.

3-6 · Week 3–6 · Discovery & Diagnostics
Our team maps current-state performance through data analysis, stakeholder interviews, and benchmark comparisons. Early findings highlight where value is created, lost, or hidden.

11-14 · Week 7–10 · Design & Recommendation
Insights become solutions. We develop targeted initiatives — operational, financial, and leadership — prioritized by impact and feasibility.

7-10 · Week 11–14 · Implementation & Enablement
Change is embedded, not imposed. We standardize workflows, train teams, and integrate dashboards for visibility and accountability.

15+ · Week 15+ · Realization & Ongoing Support
Once improvement is sustained, we help clients track enterprise value, communicate results to stakeholders, and prepare for strategic options such as growth, transition, or exit.

START THE CONVERSATION

Start the conversation to discover how Hawkins & Hayes helps business owners quantify, protect, and grow enterprise value — from baseline clarity to strategic realization.

Hawkins & Hayes

Transforming operational progress into measurable enterprise value.

A STRUCTURED PATH FROM INSIGHT TO ENTERPRISE VALUE

When clients engage Hawkins & Hayes, they experience a disciplined, transparent process built to convert performance improvement into measurable enterprise value. Every engagement follows a clear execution rhythm and a proven methodology — ensuring focus, alignment, and accountability from day one.

THE HAWKINS & HAYES METHODOLOGY

Measure → Improve → Realize

A continuous cycle designed to identify opportunity, build capability, and convert progress into long-term enterprise value.

Phase	Focus	Modules
MEASURE	Establish truth before change	Operational Baseline Data & Diagnostic Analysis Opportunity Identification
IMPROVE	Embed systems, structure, and scale	Process Optimization System Alignment & Automation Capability & Accountability
REALIZE	Convert progress into enterprise value	Sustain & Scale Value Tracking & Reporting Strategic Realization

OUR PRMOISE

Clarity — Independent insight revealing where and how value is created.

Discipline — Systems and structure that sustain performance beyond engagement.

Results — Tangible financial and organizational impact that enhances valuation readiness.