

Media Company Utilizes Participative Management For Successful Board Retreat

The Situation

A Houston TV station called Caridas Consulting International (CCI) to design an intensive 2-day board retreat which incorporated a participative planning business model. The past retreats did not yield the results the company was expecting. They needed a different approach and the [participative management method](#) was the solution.



The Process

We began with an all-encompassing process to understand the current situation, the problems impeding progress and to pursue the most desirable future for the media company.

- 1. Environmental Scan:** We needed to assess what was happening in Houston, city government, federal government, and public access television in order to plan for the years ahead. From changes in city government and infrastructure to competition, we mapped the landscape to start planning.
- 2. Stakeholder Activity:** We assessed who the key stakeholders were, and the relationship to the media company. The media company wanted to improve business relationships to achieve optimal results with their stakeholders. From the staff and viewers, to the community, cable companies and city government, we left no stone unturned.
- 3. History Session:** With an in-depth assessment of the important milestones of the organization, we were began to understand the path forward. We needed to assess what to Keep, Drop and Create in the company business strategy in order to achieve desired client outcomes, improve performance and help the organization become an even better public access TV station.

- 4. Actionable Steps:** With a carefully mapped landscape, a solid understanding of the organization as a whole and a clear vision of where they wanted to go, we were in a position to start creating goals and define the steps to achieve them. We created attainable short and long-term goals that involved all stakeholders, focused on creating win-win situations, and we were constantly tracking and measuring key indicators to increase the organization's flexibility and performance for the purpose of improving overall business results. Our business model is flexible in that it allows groups to adjust as market changes occur. As market conditions change the plan adjusts. We look at a variety of scenarios and chose what is most appropriate.

The Results

The board retreat, utilizing [participative management](#), was a success and CCI's consultants left with the certainty that the organization was headed in the right direction, empowered with the necessary tools to make their vision a reality.

This in-depth strategic planning process resulted in:

- Alignment with a clear vision for the future
- a new set of goals with agreed upon action plans for all levels of the organization
- increased organizational flexibility

Everyone was motivated and determined to accomplish their goals and move the organization forward.

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