



Columbus Craft Meats partners with Garzoli Consulting to increase internal communication alignment as they drive rapid growth



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CONSULTING

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Columbus Craft Meats

Columbus Craft Meats is a leading deli meats company located in Hayward, California with over 400 employees. In 2016, they were ranked in the US as:

- The fastest growing top 5 pre-packaged deli brand.
- The most widely distributed deli meat brand.
- The #1 pre-packaged salame brand.

Business Challenge

Columbus Craft Meats was family-run for the first 90 years; then they sold to two separate private equity firms in the following decade. While the company continued to protect its top-ranked position in the market producing consistently excellent, highest quality products, they were driven to achieve rapid growth across the country. Evolving, fast-growth companies need more clarity and more consistent communication in order to achieve lofty goals. The company needed to strengthen internal communication to further increase alignment and reduce silos.

The Plan of Attack

Parallel with a company reorganization that allowed for the right leaders in the right roles, a very clear company vision was established. This included strategic objectives around brand identity, an improved high-performance team culture, and the necessary **business communication training and coaching** to make it happen. This is where Garzoli Consulting comes in to the picture.



Why Garzoli Consulting



Garzoli Consulting, led by Dawn Garzoli, was selected based on a proven track record of leadership skills development, development of sales teams focused on compelling salesmanship of ideas, and most importantly communication and goal alignment expertise. Dawn also had previous experience working with evolving food manufacturing teams. Dawn integrates quickly within an organization and connects with employees from the production plant floor, to marketing innovation, to administrative teams and ultimately the C-suite decision makers. When you couple these attributes together, it made her a unique and obvious choice for the Columbus environment.

The Process

Garzoli Consulting began by working with the Chief People Officer to evaluate the overall needs of the organization and to begin building a roadmap. The initial work started with the Production team and included the VP of Operations, Plant Managers, and Production Supervisors. From there, the work continued into the corporate side of the company including most departments along with the Executive team.

In each process, Garzoli Consulting administered the **Professional DynaMetric Programs (PDP)**. The PDP survey is a sophisticated communication tool that identifies individual communication styles and preferences, leadership styles, motivators, demotivators, and more. Each participant completed the survey and was engaged in a conversation with their manager, facilitated by Garzoli Consulting. Individual PDP surveys were reviewed and compared to discover how the two Columbus employees preferred communicating, to discuss what was working in their current communication and to determine together how to make enhancements.

Once all of the participant and manager meetings were completed, the individual teams were then gathered together for customized workshops focusing on the specific communication skills and abilities needed for each department. Some of those communication enhancement topics included: daring to disagree, decision making, collaboration, empathy, delegation and more.

In addition to the intact team meetings, there were also **Leadership Academy workshops** facilitated by Garzoli Consulting. These workshops allowed synergy to build by cross-pollinating the communication concepts throughout the organization.



Outcome / Results

Garzoli Consulting worked with Columbus Craft Meats over an 18-month period. During this time Garzoli helped the Columbus team to break down communication barriers and awareness in regard to each individual's diverse communication strengths. This was achieved by using the survey and coupling it with internal communication programs around communication style and understanding. Ultimately, the PDP tool and read-back process is both a self-awareness and team communications enhancer.

This step by step program enabled the Columbus employees to develop a new framework for viewing and effectively using communication styles and strengths/gaps of individuals and teams. The program helped each individual to identify their communication style and approach which ultimately improved communication processes for solving business challenges collectively and cross functionally rather than in silos.

As for Columbus,

Columbus experienced outstanding results from Garzoli Consulting in very significant ways. First, they helped each person in the company with the tools needed to best understand themselves and therefore, confidently approach others with important communication. Secondly, Garzoli helped us to get business done more efficiently and more effectively in a rapid-growth phase of the company while remaining totally aligned.

Andrea Wilson, Chief People Officer

In addition, Dawn Garzoli was ranked by the participants as the top contributor/presenter for the work that she provided to the organization.

Over the past two years, Columbus Craft Meats has enjoyed the most productive and successful years of its 100-year history. This includes the highest margin and revenue years with double-digit growth; effective communication and organization alignment were key in driving these results.

We are all rowing in the same direction and the results are there to prove it.

Andrea Wilson, Chief People Officer



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