

How Executive Coaching Helped MEB Improve Communication Between Teams, Increase Motivation, and Build a Strong Company Culture



CASE STUDY

“Everybody said it [executive coaching] not only made an impact on them personally, but how they approached their work. What they gained varied from person to person, but the theme across all of the answers was that it was well-worth their time and they felt it was well-spent an investment on MEB's part.”

Jennifer Hadac

Talent Engagement
Manager

SUMMARY

MEB is a construction company that has experienced rapid growth over the past five years, nearly doubling in revenue and adding 100+ employees. As MEB has gone through a transition period with new leaders (including generational succession), they've counted on Velocity to help with the company's soft skills development, something President David Ervin admits has been a weakness for the organization.

- ↑ **6.4%** increase in engagement
- ↑ **8%** increase in strategic alignment
- ↑ **21.3%** increase in motivation
- ↑ **21.5%** increase in managing execution



CASE STUDY

ABOUT MEB

For more than 40 years, MEB has been committed to delivering successful projects that not only meet their clients' needs but also leave a lasting, positive impact on their communities for generations to come. The full-service contractor offers a range of services for Design-Build, Construction Management, Preconstruction and Planning, General Contracting, and Public-Private Partnership projects. MEB understands that people are their most valuable asset and that it's worth ensuring that every member of the team is equipped with the tools they need to not just succeed, but to thrive, at the company.

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We've done some training for people that are in our main office, but we have a lot of guys that are professionals, but they're in the field, in the mud, in the dirt, in the weather, and we've never trained them [until now]. They're builders and we're training them on the soft skills and this organization and purpose and some of these things that I just think it's [the training] paying big dividends... I think all of them appreciate it.

- David Ervin, President

CASE STUDY

HOW VELOCITY ADVISORY GROUP HELPED

Working with Velocity has helped bridge the gaps in a fragmented contractor industry, especially when it comes to communication styles. After going through Velocity's proprietary Birds training, an innovative take on the traditional DISC assessment, it was "eye-opening" to understand why builders and engineers, for example, might have some miscommunication due to the way that they think about and approach situations in different ways, said Ervin.

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It really helped bring the corporate and field a little bit closer together. We've done well to support the corporate side, with the project managers and project engineers, but the leadership component is just as important for the field supervisors, if not more so, because of the number of personnel that they manage.

- Jennifer Hadac,
Talent Engagement Manager

As a result, MEB has received positive results with employee engagement surveys year over year, and from 2022-23, saw:

↑ **6.4%**
increase in
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↑ **8%**
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↑ **21.3%**
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managing execution

The feedback from employees outside of the survey has been overwhelmingly positive as well. "I did an independent survey with everybody that received the executive coaching sessions and just sent out a series of questions to make sure that the investment was a sound one on our end. Everybody said it not only made an impact on them personally, but how they approached their work. What they gained varied from person to person, but the theme across all of the answers was that it was well-worth their time and they felt it was well-spent an investment on MEB's part," Hadac said.

CASE STUDY

THE IMPORTANCE OF PIVOTING TO MEET CLIENT NEEDS

Throughout the 2.5 years that Velocity and MEB have been working together, the construction organization has needed to pivot based on their needs, including everything from rethinking onboarding processes to developing leaders through executive coaching and workshops to ensuring that everyone at the company is prepared to be successful in their role with strategic planning and culture workshops. The construction industry typically has a very high worker turnover rate, so MEB really wants to focus on not letting anyone slip through the cracks as the company grows.

That flexibility and willingness to meet MEB where they're at is one of the biggest reasons why Hadac appreciates their relationship with Velocity.

"We were on one path and utilizing Velocity in a very specific manner, but then we kind of regrouped and said, 'this isn't really what we need right now.' Velocity came back to the table and said, 'okay, what can we do? What can we provide that will offer you the most value?'" Hadac said. "I would recommend to any client coming on board to really think about what they need and understand that Velocity doesn't get stuck on just one thing. If it's not working, ask questions and make sure it aligns with what your company needs. You don't have to be stuck in a cookie cutter package."

That's also what Ervin is looking forward to in the upcoming year with Velocity. "We've kind of thrown them [Senior Advisors Matt Webster and Joe Witte] a little bit of a curve ball this next year on some stuff we wanted to focus on. They didn't even blink and sat down and came up with a plan."

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.

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I've done quite a bit of an analysis and overall, we're well below the attrition rate that you would expect from a construction company, even at the field level. We want to do what we can to make sure that we're hiring and retaining the right people so that they can grow and we can have a stable workforce.

- Jennifer Hadac,
Talent Engagement Manager

