

Guiding Success



How Pathway Helped St. Joe's 'Build and Strengthen' For A Brighter Future

St. Joseph's Orphanage helps children suffering from depression, aggression, anxiety, unsatisfactory grades, trauma, or other behavioral issues find the resources they need to be their best. After 185 years of success, a new CEO was coming on board with a charge to set the course for another century (or two) of success.

"I was brand new to town and in my role. I was coming into a well-established, successful company with a long, very strong heritage. The board and I were in agreement, big things were possible. Now it was time to make it happen.

The industry was quickly changing, and we were locked into old ways of doing things. A board member suggested I reach out to Pathway Guidance for support moving our big plans forward. A few discussions later, I knew Pathway was the right partner for us."

- Eric Cummins, CEO, St. Joseph Orphanage

We got to work – delivering a complete strategy execution project in about 90 days. We reviewed strategic competencies, built a strong strategy foundation, completed a group talent assessment, and gained alignment between the unit's activities and its strategy using a balanced scorecard.

"The work we did with Pathway helped us formulate our strategy – a future vision. No one was thinking ahead prior to this work. Most of my team had never looked at the organization with a leadership lens. They didn't know how to.

Working with Pathway gave us the structure to utilize strategy for the organization and in our individual teams. We learned how to spread it out and down. I also gained foresight. I could see where we were going to struggle and then use that to guide my team more effectively.

This work had a tremendous impact on our team. A number of the leaders who participated in the strategy sessions were promoted. This was the beginning of them learning to think and act like a true leader. Without it, they would have stumbled badly. As one of them put it, 'When we draw a timeline of this organization, Pathway will be a demarcation point. I mark time as before Pathway and after Pathway.'

If we had not done this strategy work with Pathway, it might have taken us 2-1/2 years to get where we were able to go in a year. Actually, if I am honest, instead of celebrating our 188th birthday we would be struggling. We would probably be retracting services and laying people off. I'd be known as the guy who quietly moved the organization into the sunset."

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