

Action Planning  
**ELTON DISTRIBUTORS, INC. — Part 4**

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The consultant remained in the room with the remaining members of the management team. There was brief discussion about what had taken place, and the consultant then proposed that the management team and he go on retreat that weekend to work through some of the conflict areas that existed and make an attempt at long-range planning.

The family owned a cabin about 90 minutes from the city. Schedules were cleared, and the consultant then went to Peter's office. Things had cooled down considerably by then, but the consultant spent an hour talking about the incident, helping Peter work through the dynamics of what had occurred. Peter was very responsive to the proposed retreat weekend.

Throughout the rest of the week, the consultant met with the various work groups in the company providing feedback on the climate survey and getting considerable clarification and additional insights from the employees who were very open and verbal at this point (with the exception of the employees who were in the work group with June—these employees asked to meet separately with the consultant at a later date). The morale of the employees was openly improved from just a few weeks earlier. One commented, "Everything here is looking great. All we need is the gun to get out of the starting gate. Who's going to shoot it off?" The hope was that the weekend retreat would provide that impetus.

How would you plan the retreat? What would you plan to do during the retreat?