

## **Case Study: The Opus Group**

### **The Situation:**

The Opus Group, a privately-held, Minneapolis-headquartered, \$2.1 billion national real estate development company, has been building beyond clients' expectations and fulfilling their development visions for nearly 55 years. With 2,100 employees in 28 offices throughout North America, to date Opus has completed 2,375 projects totaling 228 million square feet and has 34 million square feet of projects planned or under development.

Founded by Gerry Rauenhorst in 1953 as a general contractor, the company has continued to grow, consistently expanding its reputation for designing and building high-quality, efficient business environments. The company was recently rated "#1 Industrial Developer" by *National Real Estate Investor* and "#2 Real Estate Developer" by *Commercial Property News*.

Mark Rauenhorst, Chairman and CEO, desires the growth of the company (20% annual) continue in a way that reinforces the Opus values of integrity, respect for people, customer focus, market driven and community mindedness. Rauenhorst sought The Bolton Group's expertise to assist the Officer Group (approximately 70 senior leaders) in developing their capabilities in order to sustain the rapid growth of the company.

### **Our Approach:**

- Provided keynote leadership speech on *Creating Executive Value* at company's annual officer meeting.
- Assessed 70 officers using *Emotional Competence Inventory*, *Inventory of Leadership Styles* and *Organizational Climate Survey* and created customized development plans.
- Provide individual executive coaching to CEO and selected top leaders.
- Offering *Impact Coaching*, a coaching skills program for leaders who desire to use more of a coaching style of leadership. Offering *Leadership VOICE training* for all Officers, a training session on becoming a more authentic leader.
- Conducted four webcasts as part of the *Inspiring Leadership* series for management/professional group. Topics included: *Leadership That Drives Excellence*; *Emotional Intelligence: Cornerstone for Success in Life and at Work*;

*Mastering Your Leadership Styles: Approaches for Creating a Positive, High Performing Working Climate; and Teams that Rock!*

- Use DISC-based *Proception2* personality style tool and conducted team workshop on personality similarities/differences for selected teams/departments.

***The Results:***

Opus leaders get it! A common language of leadership exists. Operating by the Opus values, creating clarity, using positive leadership styles and the importance of engaging others is well-understood. A climate of on-going professional development and collaboration exists throughout the company. The next generation of leaders is being prepared and developed.