

## **Human Capital Case Study #1**

### *Transforming an Organization by Defining Leadership*

**A new CEO took charge of an international manufacturing company that was under intense competitive pressure. The company had always been the clear market leader in their industry, but had developed a very complacent market view. He developed a plan to reorganize into six new business units with new leadership for each one. While there was a succession plan in place identifying the top talent in the company, he realized that many were long term employees steeped in the company's bureaucratic and consensus driven culture.**

**We were called in to conduct executive assessments on thirty internal candidates for these six roles, including those on the original succession plan. The assessment process focused on finding executives who were action oriented, willing to take responsibility for their decisions and challenge the existing culture. The assessment process surfaced six great candidates who were able to take the newly configured business units into profitability. Additionally, the feedback process to the executives on the original succession plan helped many of them come to a better understanding of what the new CEO was trying to accomplish and a realization that their skills were not going to be successful in the new culture. Most of these executives were quite willing to take on corporate roles that would support the transition and not be a roadblock to the success of the transformation. Within two years earnings more than doubled, most business units gained market share and company stock had risen by nearly 80%.**