

CREATING AN EFFECTIVE CEO TRANSITION & EXECUTIVE TEAM ALIGNMENT

Issues

- This large, specialty, business faces challenges of technology, e-commerce, increased globalization, and competition among industry giants.
- Such challenges called for an effective executive team that would be highly collaborative and employ enterprise-based practices as opposed to the highly independent style that had been the source of this business' success in the past.
- In the three months prior to the CEO transition, the new CEO completed an extensive and focused due diligence, which included:
 - > External competitive analysis.
 - > In-depth financial analysis.
 - > Internal review of strategic direction.
 - > Culture review derived from targeted employee interactions.
 - > Gap analysis of current key issues and challenges.
- Based on the analysis, one of the most pressing issues facing leadership was the challenge of “re-inventing” the organization with significant change required in the leadership practices of the Executive Team.

Approach

- We created an approach for the client that enhanced the individual, team and organization performance by integrating executive development directly with business issues.
- The New CEO Assimilation process included the following goals:
 - > Create an optimal CEO transition.
 - > Develop greater individual awareness of leadership style and impact.
 - > Build team communication processes to increase cross-business unit collaboration and customer results.
 - > Clarify and gain commitment to the emerging leadership requirements and develop a new leadership platform for the CEO and the organization.
 - > Create an opportunity to explore a new business model and address strategic and cultural issues surfaced during CEO due diligence.

- Based on interviews, review of performance data, 360 degree feedback, and leadership survey responses for each of the ten members of the executive team, we designed a three-day off-site session dedicated to optimizing the CEO's transition and shifting the executive team to more effective leadership and business practices.
- On-going Leadership Coaching was provided to the CEO to engage those new leadership skills that were key to successful performance in the new CEO role.
- Quarterly follow-up sessions were facilitated with the Executive Team to support the development of new strategy and alignment of the People Processes critical to transforming the organization.
- A new Leadership Model was developed to focus leaders throughout the organization on seven key capabilities determined to drive the future direction of the company.

Impact

- The Executive Team session was described by the CEO in an interview three months after the session as a "watershed event with durable impact."
- The team building experience (rated at "5" on a 1-5 scale by all participants in post-program evaluation) has had a favorable impact on mutual trust and respect and has produced better collaboration among team members.
- Key business issues surfaced at the session have the consensus and commitment of the executive team and have a designated sponsor to carry actions forward to increase organization performance in the next six months.
- As a result of enhanced business unit collaboration, the CEO reports that major account development has been increased and 3-4 new accounts have been obtained.

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