

## COMPANY DESCRIPTION

We specialize in helping companies produce superior results by defining and sustaining superior performance. We do it by identifying the skills senior leaders need to accomplish the strategic plan, assessing the skills the leaders currently have, comparing those to best practices, identifying strengths to leverage, and providing focused and trackable improvements. We are able to achieve substantial results and our process tracks improvements in real-time, so management can see how quickly things are progressing. Our systems focus on improving the skills leaders need now and bringing these up to a global benchmark for extraordinary leader performance.

## Talent Management and Succession Planning for the Next 100 Years

### THE CHALLENGE

The client – a Fortune 500 Consumer Products Company – began its successful life more than 70 years ago, culminating in a public offering several decades ago. Today it is comprised of approximately 40 manufacturing plants and distributes products to regional and national foodservice and retail customers.

As the company has grown, so has the need for a more formalized executive talent management and succession planning process to reinforce the company's culture of leadership excellence.

"As our company has grown and our industry has become more sophisticated, there is an even greater need to make sure we are prepared in each position," said its vice president of human resources. "We were looking at the entire team, not just one particular position. We wanted a comprehensive program that hit on each of the executive-level positions and each one below that."

### THE SOLUTION

To that end, the CEO and board of directors sought to implement a leadership development process beginning with its top executives and working its way down through the organization.

The overarching goal was to ensure a smooth and effective succession process for each executive-level position. Additionally, the program served to reinforce the company's stated operating strategy of encouraging teamwork, diversity and professional growth.

"Going through this exercise with executives gives you a chance to look at your culture," said the vice president of human resources. "It may be a very strong and successful culture, but as business grows and changes, you need to examine and reinforce your culture. Ask yourself, are there some areas that we can improve on to make our culture stronger."

Corporate Performance Strategies designed and implemented a customized leadership development process based on its proprietary **High-Performance DNA Transformation Process**. The CPS

**High-Performance DNA Transformation Process** begins with an assessment of the organization's corporate drivers (i.e. guiding principles and strategic objectives) and its leadership competencies (i.e. character, personal capability, focus on results, interpersonal skills and ability to lead change).

The program was designed as a complement to the company's existing leadership culture, which places a high premium on hands-on experience and leaders who are cultivated from within.

The organization's long-term leadership goals are:

- » To implement its growth strategies
- » To effectively assimilate people who are new to the company in leadership positions
- » To maintain a productive talent pipeline

"We've used coaching and leadership development in the upper management, but never on a large scale," said the vice president of human resources. "When we introduced this program, it was received very well."

### RESULTS

As with the long-term effects of the organization's exemplary corporate culture, the results of its new leadership development program will be felt for many years to come. Six months after the launch, participant feedback provided some indication of the results and improvements to come, including:

- » Increased emphasis on strategic and longer-term decision making
- » Increased collaboration for building an even stronger top team
- » Increased speed for changes required in the business
- » Improved effectiveness for integrating development into the day-to-day routines
- » Increased developmental opportunities for the next level of executives

