

RAISING THE ROOF

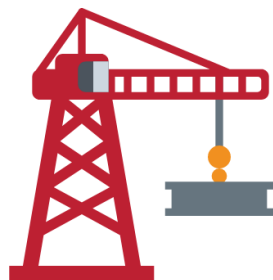
FACTS

Fortune 500 company headquartered in Ohio

Global, \$7B building & composite materials manufacturer

Operations in 33 countries

Impressive track record of developing leaders within their 3 business units



CHALLENGES



While we know how to develop strong leaders within businesses, how can we better prepare leaders to lead the entire enterprise?



How do we create a sustainable pipeline of enterprise leaders? How do we engage the Board in this process?



How can leaders scale themselves up as our business grows?

their goal: The CEO and Board sought to prepare their top leaders to lead their company in the future.



CREATED THE BLUEPRINT

- Working with the CEO, CHRO, and HR team, we customized an enterprise leadership profile that clearly articulated the very high expectations of executives who lead other leaders, the company's stakeholders and the enterprise overall.

our solution



BUILT THE MULTI-STORY BUILDING

- We constructed an assessment process that guided each leader through a deep examination of their strengths, weaknesses, opportunities, motivators, and tripwires.
- We integrated psychological and leadership tests, a confidential personal reflection interview and qualitative 360° feedback into a report that generated insights for each person.



HELP THEM CLIMB THE STAIRS

- We helped leaders translate their insights into action through intensive feedback and development planning.
- Through coaching we provided real-time guidance, kept development priorities top of mind and ensured accountability of the executive and their manager for results.



MOVED INTO SMALL ROOMS AND LARGER LIVING AREAS

- Created individual programs for near term CEO and C-Suite successors and supported the CEO's work with the Board on preparing them for future roles.
- Integrated this within Enterprise Leadership Programs for small cohorts of business unit and functional leaders.



ENSURED THE PROGRAM WAS "UP TO CODE"

- Supported the CEO's work with the Board for gaining Board alignment on CEO and C-Suite Succession.

their results



Seamless CEO Succession: Aided by this program, the Board led a well managed internal CEO transition. One of the program's participants succeeded the incumbent CEO, with minimal disruption to the existing management team.



All 3 current business unit Presidents and most of the Executive Committee roles were filled with program graduates. One executive who left became CEO of one of the company's largest supplier organizations, keeping healthy business relationships intact.



Over 25 leaders have been developed using this methodology, with significant depth of talent across C-Suite and business unit leadership roles.