

Case Stories

A mid-level manufacturing company seeks to replace the founder and owner as CEO and chart a new direction

RECONFIGURATION AND SUCCESSION PLANNING

Situation

A rapidly growing and successful medium-sized manufacturing business was considering transitioning from “*founder managed*” to new leadership. To do this, a clear and widely-owned strategic plan, a clear organizational design, and role profiles were required to support the continued growth and development of the company.

Challenge

The owner / CEO (a strong, patriarchal figure) had over decades built the business from nothing. Understandably he had strong emotional ties to the business and its future. His age and health meant he had to consider ‘handing over the reins’ and this was complicated by several family members being considered as a possible future leader of the business, but each without the minimum requisite competencies to do so.

What had made the business successful in the past was unlikely to make it successful in the future, given its size and complexity and fundamental realignments in the market.

Our Approach

Dalmau Consulting invested heavily in becoming a trusted companion and guide to the patriarch. Over time,

- > All key players inside the company were interviewed and relationships developed
- > New perspectives and options for leading and managing a company of this size were developed and shared.

In partnership with the owner, Dalmau Consulting identified and facilitated the appointment of an interim leader from outside the family: an objective ‘*safe pair of hands*’ and part of the transition arrangements towards a new future.

Then, in partnership with the interim CEO, Dalmau Consulting

- > Designed and conducted a strategic planning process for the senior people, including creating an operating model for the business
- > Facilitated the development of a social contract amongst these leaders, and
- > Through an extensive engagement process designed a new organization structure and negotiated clear role profiles for all lead positions in the organization

Outcomes

After much good work, and starting the implementation of the changes, the company owner decided that he could not let go control, nor embrace the new approaches. It was “just too much” for him.

It appeared that “blood was thicker than water” in this instance, and despite all the excellent progress by the employees over nearly 12 months, the timing and will for change was not yet there.

Only time will show what the consequences - positive and negative are for this company.



Beyond limits