

# Case Stories

**A global mining, construction and infrastructure organization on the brink of imploding rises like Phoenix from the ashes.**

## ALIGNMENT AND STRATEGY

### Situation

Trying to avert catastrophe, this global corporate was in the midst of a restructure, refocusing and disposing of many business assets. The two remaining businesses were not performing to expectation and the company was in a major financial crisis.

### Challenge

Whilst significant progress had been made to stabilize the group over the previous two years, the organization was desperate to reconceive its place in the world and develop a new strategy out of the crisis with a restored image, reputation and the confidence of the market.

In particular the global Executive group first required the Board's confidence so that they (and the banks) would support re-building the group.

Critical to going forward was achieving a significant immediate step change in operational performance and future work by both businesses.

### Our Approach

Working with the CEO and Board Chairman, Dalmau Consulting ....

- > Interviewed all members of the global executive team to gather perspectives and information, and build relationships.
- > Facilitated a strategy alignment session with the core senior executive team prior to a 3 day workshop with other key players.
- > Facilitated conversations where extended executives and leaders of the two businesses came together to reconfirm their outcomes, clearly identify priority issues, and develop short to medium term strategies to ensure the organization's survival and viability.

### Outcomes

From this intervention they come to reconceive themselves as an aligned, strong and committed leadership team, deeply driven to achieve the organization's financial and operational rebirth.

They developed a clear and agreed strategy, including ways of maintaining focus on the critical issues, supporting each other to ensure people's well-being in a time of great stress, and achieving the necessary urgent steps to operational viability. Not only did they achieve the endorsement of their Board, but that of their financiers and the market.

Since then, COVID-19 has struck. Despite this, they have been able to stabilize the business further, significantly improve the 'order book' for one business and made desired operational improvements in the other.