

# Case Stories

**A small private company with one site and 250 people becomes a thirteen-site distributed operation through acquisition, now with 1200 employees.**

## LEADERSHIP ASSESSMENT

### Situation

This privately-held manufacturing company was located in regional Victoria. Within the space of 18 months it acquired similar operations in Qld, NSW and another in Victoria. Employee numbers went from about 250 to nearly 1200. Not only the scale of the business changed but so also did the complexity.

Mindsets, thinking and ways of organizing that worked so well in a one site operation just did not cut it with the increased size, scope and complexity.

### Challenge

The company went from being compact and small to dispersed and relatively large for its industry. A key challenge was to understand the capabilities and capacity of leaders company-wide. This was important for integrating the sites and was needed as a first step for developing the company to perform, and grow.

### Our Approach

In partnership with the CEO and Leadership team, Dalmau Consulting ....

- > Undertook a company-wide survey gathering the perspectives of all employees on many things including views on the quality of leadership experienced.
- > Each of the 46 most senior people in the company were required to complete a 360-degree feedback.
- > All 46 leaders were interviewed and provided with specific feedback.
- > As a result a Leadership Assessment and Development report was provided to each and recommendations as to their development needs made.

### Outcomes

From this process, individuals learned how they were perceived as leaders by their colleagues. They received specific suggestions as to what they could do to improve their influence and leadership. The company received a detailed overview of the members of its newly acquired leader cohort, including members' potential, their ambitions and development needs.

As a result the company has embarked on a comprehensive leadership development program. They have also re-designed the organizational structure and operating framework to clarify roles, responsibilities and expectations - fundamental requirements for leaders to perform at their best.