

# Case Stories

## Decade of wide-ranging assistance to a global industry association

### PARTNERING WITH AN INDUSTRY ASSOCIATION

#### Situation

Dalmau Consulting was approached in 2010 to help the governing board of a global industry association deal with a sensitive situation. The Board was comprised of nominated representatives from the major global players in this industry and administered by an organization of hundreds of employees across many countries. This initial assignment led to a decade-long productive partnership with the organization that flourished under three successive CEOs and numerous changes in governing board membership.

#### Challenge

Over the decade-long partnership, several challenges appeared and were addressed. The first concerned fundamental doubt in the governing board as to the competence and integrity of the global CEO. The next challenge was to help the association find and select a replacement global CEO. Another concerned how to re-organize the employed workforce in the association's offices around the world in the light of falling revenue. Another challenge involved a complete rethink of the association's purpose and fundamental strategy and operating models.

#### Our Approach

Dalmau Consulting's approach was built fundamentally on simple but core behaviors of effective consulting firms ...

- > Building trusting relationships with current and former members of the governing body as they changed over time
- > Doing the same with the three successive CEO's and a few core senior executives in the association's executive offices.
- > Providing coaching advice to individuals in both groups on an ad hoc basis
- > Providing facilitations services to various group meetings of the governing body
- > Providing problem-solving services specifically designed for complex or wicked problems on a number of occasions

#### Outcomes

In each case and on each occasion, the groups concerned were able to have heard and considered the contribution of member companies, formulated and resolved approaches and taken steps forward.