

DRIVING STRATEGY THROUGH THE ORGANIZATION FROM THE TOP

CLIENT:

A privately held, multi-million-dollar corporation. This client is a leader in temporary living services around the globe and one of the largest providers in the industry.

CHALLENGE:

ICC was contacted to facilitate a leadership retreat after company leaders decided that the internal chief talent officer should participate in the retreat rather than lead it. During preparation for this retreat, three stand-out business challenges were identified including: disproportionate occupancy rates by season; busy-season collateral damage of employee fatigue and disengagement; and confusion around the role of specific job titles across different regions.

SOLUTION:

Through a combination of thorough planning and in-the-moment agility, in conjunction with participants, the ICC facilitator expertly led strategic conversations among three selected work groups, each dedicated to one of the challenges. Over the course of a day-and-a-half, specific action items for all three groups were identified.

To support driving the three strategies throughout the organization, the ICC facilitator consulted with each work group at least weekly to gauge progress and suggest alternatives when they came up against organizational barriers. The facilitator acted as the primary project manager for the groups' project plans to ensure forward momentum through the end of the calendar year. The ICC team member equipped each work group with tools to improve enterprise-wide communications about each strategic area of focus, earn buy-in from key internal stakeholders, close project and communication loops with each group's senior executive sponsor, and develop metrics for measuring the success of each strategy relative to the organization's bottom-line goals.

RESULTS:

As a result, plans for shoring up occupancy in slower seasons has been launched, employee disengagement is being addressed through the lens of "best company" tactics and a more centralized talent management plan is being developed to define the knowledge, skills and attitudes needed for success in the account manager role across regions to improve selection and performance management practices.