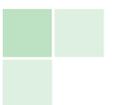




Business DNA Case Studies:

Appointing a New CEO in a Highly Competitive Industry



THE CHALLENGE

The introduction of a new CEO to the business had the potential to unsettle the flow of business. In this highly creative and technical organization the hope was to introduce the new appointment in a way that produced the least amount of disruption to the business, the employees or to the client's experience. The CEO could see the importance of being able to quickly build mutual trust and loyalty with the senior management team as a key to managing this transitional period. However, rather than build relationships the CEO (more technical than communicative) focused on the business and not the relationships. At the heart of any significant change to the senior executive level of any business is the need to remember that the customer is king and any internal changes should not adversely impact services provided.

THE PROBLEM

The board and current CEO elected to appoint a new CEO in order to release the current CEO back into their more effective role as COO. The business was growing rapidly requiring the COO to concentrate on core business and clients. The new CEO was highly skilled but unapproachable causing the senior management team to refer back all issues to the previous CEO rather than manage their relationship with the new CEO. Communication breakdown, a lack of board cohesion and leadership disconnect caused tensions and cracks to develop not only in the staffs' ability to perform but also in service to the clients causing a number of complaints to be made. Crunch time came when a member of the Board received a complaint from the company's biggest client *"...what's going on over there I don't know who I should be talking to anymore..."*



THE BUSINESS DNA SOLUTION

The new CEO engaged the DNA Behavior Group to uncover the issues and to develop a strategy that would resolve any communication breakdowns throughout the business. The DNA Behavior Discovery & Performance Process was introduced at all levels of the business using the outcomes to tailor communication and to understand how to work more effectively in times of change where highly creative individuals meet even more highly analytical individuals in order to develop an effective and sustainable plan to be able to work together focused on business results and client requirements.

IMPLEMENTATION AND STRATEGY

All key staff from Board, Senior Executives, Middle Management and selected key business roles where interaction with the CEO or client was forefront of their role completed the DNA Behavior Discovery & Performance Process.

The results enabled both senior and middle management to see the difficulties and why they had occurred. They worked together to gain a better understanding of each ones communication approach.

1. An independent facilitator worked with the Senior Executives using the DNA Behavior Discovery & Performance Process to align them as a team.
2. The facilitator then worked with the new CEO and Board members leaving the other Executives and key managers to cascade their learning to the business.
3. This process enabled the business to get back on track; demonstrated to the CEO the importance of being approachable; built trust across the business and resulted in clients seeing significant improvement in services and communications making them have more confidence in placing ongoing contracts with the business

OUTCOME

All those that participated in the DNA Behavior Discovery & Performance Process were surveyed during a 12 month period. We reviewed their progress after 30 days, 6 months and 12 months after implementation. As expected, there was a noted increase in the levels of internal and external client engagement. Three months into the review cycle the DNA Behavior Group were commissioned to take all the remaining employees through the DNA Behavior Discovery & Performance Process.