

**PROJECT SUMMARY
EXECUTIVE LEADERSHIP TEAM – STEEL MANUFACTURING COMPANY**

PROJECT TITLE: VISION, STRATEGY, AND CULTURAL TRANSFORMATION

Project Overview: CGN worked with the executive leadership team to create a new corporate vision, develop strategic plans, and transform a highly engrained and dysfunctional culture.

Business Objectives

- Re-assess competitive advantage based on increasing global competition
- Develop a new corporate vision and strategic plan
- Improve teamwork among the executive leadership team
 - Members of the executive leadership team were performing well, in terms of their respective functional responsibilities. However, they needed to become more effective working together as a team to drive a shared corporate vision and strategic plan

Challenges

- Global competition was infringing on the company’s market share
- Historically, members of the executive team focused more on functional responsibilities than on mutually owning, driving and executing corporate goals and strategic plans
- 100-year-old, highly engrained, paternalist culture

Solutions

- Conducted a cultural analysis to assess the influence the 100-year-old culture would have on the anticipated change
- Conducted an executive team analysis and facilitated team building to build trust, engagement, and accountability
- Facilitated an offsite retreat to define corporate vision, mission, and values
- Developed a new strategic plan
 - Created a business extension matrix
 - Established team parameters for driving strategy and operations more effectively
 - Identified critical success factors and shorter-term strategic areas for improvement

PROJECT DURATION:

January – March, 2007

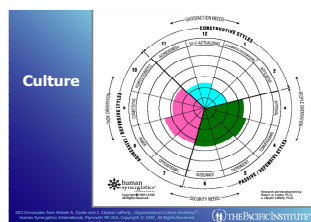
RESULTS:

- **A new corporate vision and aligned goals to respond to competitive threats**
- **Cohesive leadership team committed to working together and holding each other accountable to achieving a new corporate direction**
- **Recommendations and a detailed implementation plan for moving toward a performance-based culture**

VISIONING PROCESS



LEADERSHIP IMPACT SURVEY



LEADERSHIP MODEL



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