Consumer Products Case Study

PROJECT OVERVIEW

Developing a Senior Leadership Succession Plan for a Global Manufacturer

A global leader in design and manufacturing within their industry asked Clarkston Consulting to evaluate their strategic business needs and make recommendations for executive succession in conjunction with an enterprise strategy review and development project.

With the evolving business and industry dynamics, as well as a newly established company strategy, the Board of Directors and CEO enlisted Clarkston to establish a thoughtful approach to senior leadership succession planning. In addition, the client faced the imminent retirement of their long-term top executive leader, and Clarkston was asked to assess and advise on potential successor candidates.

Clarkston reviewed key leadership criteria for success in moving the strategy forward, evaluated internal candidates against the newly created senior executive success metrics, and determined options for accelerating the development and readiness of the identified successor.

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INDUSTRY:

Consumer Products

PRODUCTS AND SERVICES:

Manufacturing

PRIMARY OBJECTIVES:

- Develop a succession plan framework for a top executive role in the company, including critical selection criteria in conjunction with and aligned to the company's strategic plan
- Evaluate the existing leadership talent pool based on identified strategic needs and leadership attributes
- Provide succession recommendations, timeline, implementation plan, and communication strategy for a successful successor transition

RESOLUTION:

- Conducted more than 75 stakeholder interviews, engagement sessions, and workshops that allowed us to analyze leadership traits, qualities, and capabilities across the company
- Performed an extensive analysis of company data and conducted a market scan to examine industry trends and competitor dynamics to inform critical leadership attributes
- Identified five critical leadership capabilities necessary for the top executive's role and socialized for approval with the Board of Directors
- Evaluated internal talent to ascertain the presence of qualified candidates who possess the five essential leadership capabilities
- Discovered a candidate who demonstrates high leadership qualities and potential required for the senior executive role
- Crafted a comprehensive timeline and strategy to seamlessly transition the successor into the senior executive role, which included addressing and closing any capabilities gaps as well as establishing a structure cadence for shadowing the current role
- Created a communication strategy that included a strategic timeline for announcing key milestones required to formalize the role announcement

KEY BENEFITS:

- Established alignment within the leadership team on the company strategy, objectives, and implementation roadmap
- Identified and developed a high-potential internal successor, fostering a culture of talent development and career progression
- Prepared the company for future leadership changes, minimizing disruptions and ensuring a smooth handover of responsibilities
- Enhanced overall company performance by having a skilled and capable leader to drive innovation, productivity, and profitability

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KPIs

- Conducted more than 75 stakeholder interviews and workshops and analyzed over 40 company-provided documents to gain strategic company insights
- Created and identified 5 success metrics required for the senior executive role aligned to strategic priorities and company objectives
- Identified an internal top executive successor with detailed development and transition plan that was agreed upon by the Board of Directors and implemented by the company

"Thank you for making a fantastic effort to assist us. Besides being excellent, your work product is perfectly designed to propel us onward, beyond our existing realm of comfort. I'm optimistic that this iteration of change will work!"
Client

CONTACT US

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