

CASE STUDY | A Multi-Faceted Entertainment Company

Situation

- A privately-held company that was newly acquired by a Fortune 500 company.
- A new president who rose through the ranks of the target company.
- A traditional management culture—a.k.a. a command-and-control style.
- US \$0.5B annual gross revenues, 5,000 employees, and three major operations divisions.

Objectives

- Create high-performance people practices.
- Build leadership competencies and bench strength.
- Ready the organization for a dramatically heightened competitive environment.
- Become employer-of-choice in, what was for them, a newly competitive environment.
- Become a premiere entertainment destination.

Blueprint and Achievements

Phase I: Discovery

- Organizational Audit, Organizational Survey, and 80 interviews.
- Competitive analysis.
- Benchmarking and Gap Analysis.

Phase II: Leadership Signs On

- Debriefed Leadership Cabinet, as a group.
- Then debriefed each divisional leader by CEO, VP of HR, & tGCP.
- Gap Analysis conducted for each division.

Phase III: Development of Change Strategy

- Cabinet retreats: Vision, Mission, and Core Values.
- Strategic Business Plan crafted.
- Organizational Performance Scorecard designed.

- Each Division devised a rollout strategy.

Phase IV: Alignment of the Organization

- One-on-one coaching of top three levels of management regarding “walking the values.”
- Executives debriefed the entire organization.
- Summary of Strategic Plan distributed to 5,000 employees.
- Multiple Response Initiative Teams (RITs) formed to own/execute various parts of the rollout strategy.
- Built dozens of new communication channels.

Phase V: Implementation, Integration, and Coordination

- Institute Succession Planning and Development.
- Initiate Upward Evaluation process for supervisors/managers.
- Form cross-functional Marketing Team.
- Form Customer Service Task Force.
- Deliver Customer Service Training to the entire company.
- Implement Mystery Customer Study.
- Refine compensation system.
- Launch RITs: One Division identifies 27 key action items.

Phase VI: Consolidation, Evaluation, and Refinement

- Maintain high-level of feedback—360°, upward evaluations, customer data, repeat employee survey, etc.
- Monitor Organizational Performance Scorecard progress.
- Continually improve: Came online during the second year—mentoring program, daycare center, company store, enhanced recruiting selection protocols, Customer Service II, etc.