



YOUR CHALLENGE

1. You have chosen a successor, not ready to assume control.
2. Your successor needs to be transformed into a leader.
3. Company growth needs to be a cost of entry for your successor.
4. Where do you start?

THE STORY

The CEO and Owner at a middle market manufacturing company was facing a succession challenge within the next 24 to 48 months. He identified the person he thought would be his heir apparent, but wasn't sure where to begin in vetting of capabilities to assume the role of General Manager. Ideally he wanted to steadily increase the successor's leadership responsibilities at the highest levels of the company. The CEO was concerned how current employees and customers would react to the change. Part of the successor's incentive in assuming expanded leadership needed to include a specific growth rate for the company going forward. The successor's appointment would come at a pivotal time in the company's development and maturation. The CEO needed help, and was referred to SJW.

THE ACTION

After being introduced to the company's CEO and having an in-depth fact finding discussion, Steve Walling, CEO of SJW was able to quickly devise a short list of four potential tracks to move forward, all would require different combinations of:

- staffing assessment
- organizational restructuring
- leader realignment
- business strategy change

SJW outlined each track in a comprehensive proposal that illustrated a clear and actionable way forward. The proposal was presented to the CEO for consideration. SJW welcomed input and feedback.

THE IMPACT

The company's CEO engaged SJW on behalf of his firm, after choosing the most comprehensive track outlined. The CEO's rationale behind this decision was driven by the need to be as thorough as possible in planning for his succession. As a result the company decided to not only have a succession plan for the CEO, but for all the critical Senior Executives whose roles impact the firm's ability to operate and grow. SJW initially set up personal interviews with all existing stakeholders, reviewed corporate objectives and the company's five year plan. From that SJW created a workflow of critical responsibilities.

THE RESULT

- Succession plan for the CEO was completed in concert with a leadership development plan for his successor.
- New organizational and strategic plans were instituted to drive a comprehensive communications structure.
- Key talent management plans were created and executed, which SJW continues to monitor for progress and success.
- Transition in motion with successor assuming key responsibilities to demonstrate skills while build credibility.

NEXT STEPS

Call or write and tell us about your situation. **We're here to ASSESS, ALIGN and ACT on your behalf.**