

## **The Turnaround Expert**

### *Out with the Old, In with the New*

From the moment “Dean” started his new job, he was viewed as a curious experiment which was quite a contrast to the corporate culture at this large diversified manufacturing company. Dean came from the outside – uprooting his family and moving 500 miles to a city and company where he knew very few people. Dean replaced a 40 year veteran of the company, who had spent 20 years in the senior executive position now held by Dean. Dean was hired to bring about much needed change to a fiefdom that was set in its ways and generally undisciplined. Dean represented change – a fairly foreign concept to his new direct reports.

Dean quickly discerned that his new group was in disarray – performance was substandard and turnover was high. Dean was tempted to proceed with widespread terminations. “I came from a culture where it was commonplace to ‘blow up’ parts of the organization whenever change was needed.” This time, Dean first sought counsel from Leader OnBoarding on how best to affect a successful turnaround.

### *Effective, Not Disruptive*

Working with Leader OnBoarding, Dean defined a vision and direction for the organization, and invited everyone to get on board. He worked hard to build a supportive team, and Leader OnBoarding helped him to think of ways he could best respect the corporate culture, yet move the organization forward as a change agent.

Leader OnBoarding helped Dean understand the observations his team had about him, a process which helped Dean and his team mutually get to know each other. “These exercises were very valuable,” said Dean, “and I still refer to these tools regularly.”

### *Strong Results AND High Morale*

Dean’s organization achieved measurable early wins – including a double-digit increase in sales -- which were recognized by upper management, and supported ongoing increases in financial performances. With guidance from Leader OnBoarding, Dean developed a “mentoring culture” which increased retention, raised enthusiasm and has helped in recruiting new candidates. “The tools from Leader OnBoarding added structure to an overwhelming situation,” said Dean. “I gained insights into the political environment, how things get done and how to avoid pitfalls.”

Dean continues to rely on Leader OnBoarding as a trusted advisor and confidante.