

Connect the Dots Case Study

Quick Shot

Company Name

The Shyft Group
<https://w.com>

Industry

Automotive
Manufacturing

Key Challenges

- Mergers, acquisitions, and reorganizations created inconsistent expectations for the VP/GM role across five different business units, resulting in a siloed culture
 - Leaders understood the need for role clarity and foundational leadership competencies to create their overall desired culture
 - The current results-driven culture neglected desired leadership behaviors and created a competitive, not collaborative environment
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Solution and Services

- Developed a strategy to create a customized set of leadership competencies and behaviors (Success Profile) for the VP/GM role that would serve as a template for the organization

Solution Highlights

- A Success Profile provides the opportunity for direct feedback and development conversations and paints a clear picture of what is expected of the role and what is most important
 - It offers the opportunity for the organization to assess strengths and gaps for leaders in the VP/GM role or those interested in applying for it
 - The gap assessment created the foundation for development plans for the incumbent or anyone interested in moving into the role in the future
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Key Benefits

- Increased engagement and collaboration of the incumbent VP/GM leaders with each other as peers and with their senior corporate team
- Improved alignment of behaviors and expectations for rich feedback conversations and development
- Provided better clarity of the VP/GM role and its definition of success that is working toward a desired culture



Specialty Automotive Company Creates a Standard for Success

The Shyft Group is a leading and growing provider of commercial vehicle products and services with a national footprint and several dynamic brands making up their portfolio. With this increased growth, there have been significant changes in organizational structure, and the company's leaders are committed to developing and maturing into a profitable organization that is an attractive employer. As a result, leadership changes and new talent were required to implement this new vision and guide the company to meet its business objectives.

During a Leadership Summit, the CEO and the senior leadership team introduced and explained the concept of "One Shyft" and their vision for the future of the organization, with an emphasis on four points of focus for success: creating high-performing teams, driving operational excellence, customer-centric focus, and financial growth. The intent was to provide a common foundation for the twelve legacy brands and offer opportunities for operational efficiencies and a superior customer experience.

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The Challenge: Determine Required Leadership Behaviors and Define Success for a Key Role

Senior leaders understood that to support the One Shyft organization, consistent, strong leadership is required. They wanted to focus on the role of the VP/GM leaders who have both Profit and Loss responsibilities and people leadership. By creating a common set of leadership competencies and behaviors for this role and assessing them, the company developed a baseline of expectations. Current leaders were allowed to leverage their strengths and bridge their gaps while planning for future succession. They partnered with CTD to support the planning and execution of this initiative to create a scalable organizational model.

Project objectives:

- Identify the required leadership competencies and behaviors for the VP/GM role
- Create a VP/GM Leadership Success Profile based on the input of The Shyft Group's leadership team
- Evaluate the current Utilimaster and Specialty Vehicle VP/GMs against the profile and build individual development plans
- Share recommendations for leadership development that bridge the current gaps

The Solution: Engage Both Current Leaders and Corporate Partners for an Aligned Strategy

Based on initial discussions with the corporate leaders, CTD developed a three-phased plan to achieve the organizational objectives. First, we facilitated a working session for the key corporate leaders to align on objectives, roles, and communication, and then a second working session to collect data for the VP/GM Success Profile.

The second phase was a facilitated working session with the current VP/GM leaders to understand and surface current state data and align around desired competencies and behaviors. We then took the results from all working sessions to complete the final VP/GM Success Profile.

The third phase was preparing the leaders and their managers for assessing themselves against the Success Profile, holding those feedback discussions, and then creating individual development plans. The leaders now had a common set of expected behaviors and competencies needed to support the dynamic organization and its growth goals. There were clear guidelines for future leaders and a template created for other key roles in the company.

The Results: Clarity of Role Expectations and Behaviors Drives Alignment, Collaboration, and Desired Culture

The three-phased project provided the strategy and implementation structure that enabled a key role in the company to form, grow, and evolve purposefully so that leaders can leverage their strengths and experiences while modeling behaviors of self-awareness, assessment, and development.

The process of understanding the current state and defining a desired state for the VP/GM role allowed all stakeholders to work through their different perspectives and create a common, yet customized set of expected competencies and behaviors that will support The Shyft Group's vision for a One Shyft, customer-centric culture. The success profile will provide a foundation for future leadership succession planning and internal career pathing to support the company's commitment to building and sustaining high-performing teams that get business results.

<http://www.connectthedotsconsulting.com/contact.htm>

Our coaching and feedback processes give your leaders and teams "real-life" situations to work through. We apply your organization's needs to our approach which takes the guess-work out of the how to translate new ideas and behavior changes in a real world setting. Contact us to get started.

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