



This second-generation business had grown impressively for years but had stagnated, and profits were beginning to deteriorate.

The situation

- Growth had stagnated and profits were beginning to deteriorate
- Family ownership and the board of directors were dissatisfied with the performance of senior management, and trust between the two was waning.
- Business units suffered from a lack of strategic direction and competition was advancing at an alarming pace.

Strategic actions

- Led development of a first-ever family vision statement including purpose and goals, aligning the family on a path forward.
- Helped the family deploy the vision, purpose, and goals with the Board, and facilitated usage by the board in governing the senior management team.
- Led senior management and the board of directors in the development of a 3-year strategic growth plan to achieve the family's vision and goals.
- Assessed senior management team and recommended plan for renovation.
- Identified internal difference-makers for leadership development, coaching and advancement.
- Introduced Board to world-class executive recruiting firm to help upgrade talent, and aided in the attraction of multiple new leaders.
- Facilitated the gradual and graceful exit of deficient leaders, and helped on-board new senior leaders.
- Helped deploy the strategic plan cohesively and collaboratively across the company.
- Revamped the go-to-market strategy and plan to fuel collaboration, marketing, and cross selling across business units.
- Introduced marketing leaders to digital marketing partners, and led a digital transformation including new website, ecommerce platform, and integration with CRM and analytics tools.

Results

Achieved all-time record sales and growth in profits two years after deploying the plan

Significant improvements in teamwork across business units

"I highly recommend JDR because I have seen their leadership principles in action, and they work.

During the time our family-owned company has worked with JDR, we have focused our organization on strategic priorities and improved collaboration, innovation, accountability and results."

-William Hallock, General Counsel and Board Director at Construction Specialties Inc.