

SITUATION:

A metal and plastic parts fabricator with ten plants in the USA and Mexico has been on a steady growth path for many years. Some plant locations are in rural areas, without access to a significant potential workforce. Recently, the company CEO recognized that the loss of senior plant management could cripple some locations, as promotion-ready talent had not been developed.

KEY CHALLENGE

The company lacked two things. First, there was no structured program in place to identify potential future leaders and development. Second, the current plant leadership was not skilled in delivering the development opportunities in the most effective way.



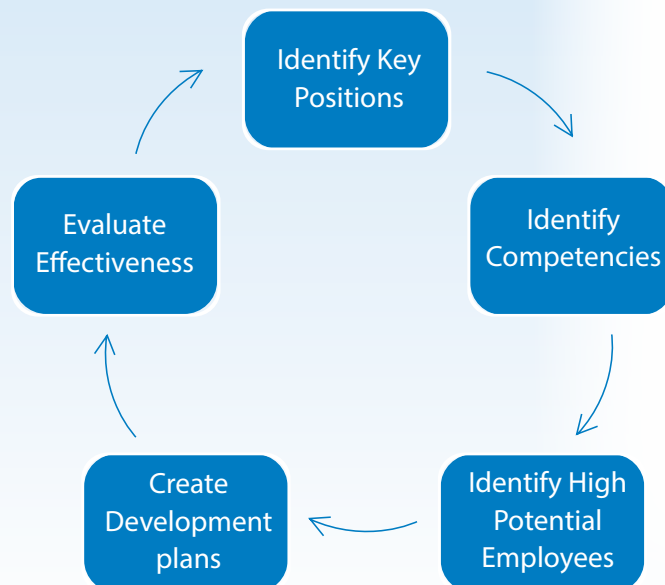
Company leadership realized that the lack of a succession planning program meant the future was not secured, as the organization's current plant leadership is aging. Further, the best talent within the plants was going undeveloped, leading to turnover of potential future leaders.

“ We always found ourselves too busy to work on developing staff for their next assignment and were reluctant to move people around due to the disruption it may cause. When we needed top talent, we had to look externally because we didn't have anyone ready to move up. ”

– CEO

APPROACH:

The client chose ASE as their partner in creating and deploying a succession planning program. With highly skilled and experienced consultants, ASE provided guidance to the client HR group from the inception of the project to complete deployment. Assessment tools and training were provided at each critical step in the process.



SOLUTION:

Five key, plant-level positions were identified and documented, representing 50 key positions at the ten plants. 70 potential successors were identified throughout the organization. The successors were evaluated, then development plans were put in place to close gaps between the levels of competence observed and those necessary for plant leadership positions.

“ The company leadership now understands that it is their job and responsibility to develop their people. We now have a road map to develop our internal talent that is consistent across all facilities. We were able to fill our last two plant manager positions from within. ”

– CEO

RESULT:

Under the continued guidance of the company HR department, the client now has a fully operational development program to provide successors for key positions within each plant. The best talent is engaged in development, and future leadership for the company is assured.

KEY BENEFITS

Reduced turnover

Business continuity

Coaching & leadership skills

Business risk

