

Readying the C-suite to lead a turnaround



Client need

A leading automotive component manufacturer was undergoing significant change, reorganizing its operating model under the leadership of a new CEO.

To successfully execute the transformation, the company's leadership team needed to develop their readiness for change, cultivate trust, and improve alignment, all while leading during a critical time in the business cycle.

To achieve this, the organization partnered with BTS to solidify a clear shared purpose, fine tune the operating model and bring the new organization to life.



Approach

A series of executive working sessions for 13 C-suite leaders focused on aligning priorities, creating a common understanding of goals, roles, and objectives, and exploring the key personal and organizational shifts needed to support the transformation.

BTS worked with the leadership team to:

- Create a shared view of the critical market, competitive, and internal operational challenges facing the organization as well as increased urgency for the work ahead.
- Develop the connection and confidence as a team needed to drive action at speed in a matrixed organization.
- Reveal the unproductive mindsets and behaviors limiting the executive team's effectiveness as change leaders, and identify the shifts needed to become more change-ready.
- Build mutual expectations and accountability for ways of working that would drive performance in the new operating model.



Results

For the first time, leaders understood how their own well-intended **behaviors** were being **perceived as resistance to change**.

The team co-authored **new ways of working** and **shared expectations** for leading as an aligned leadership team and clarified roles.

The company is **on track to meet their turnaround goal** as planned.

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Where would we be without you, BTS?

— CEO ”