

Leadership Team Map

Business case – Diagnosis

CLIENT

HQ, Europe, LatAM Leadership Teams
Large Automotive parts manufacturer

DATE

March 2021



The LeadershipTeam Map[®] is a value creation methodology that translates alignment into actionable business decisions.

It combines confidential interviews, data, and psychometrical elements – statistically validated with hundreds of Leadership Team respondents from European SMEs and large corporates –.

Assessing the ability of the Leadership Team to create value, the **LeadershipTeam Map[®]** focuses on the Leadership Team as a whole and it does not measure aspects of anyone's personality or skills.

- 01 It aligns Leadership Team members
- 02 It aligns Leadership Team and Board
- 03 It identifies the most sensitive levers of value creation
- 04 It spots what the Leadership Team urgently needs to talk about

Client, context and workflow

Short description

- After-market business unit: 30 participants, 3 Leadership Teams: HQ, Europe, LatAM
- One of the world's leading players in automotive parts
- > 54,000 FTEs
- > 170 plants
- > EUR 10 bn revenues

Challenges and ambitions

- Overcome intercultural challenges
- Boost lack of agility in rapidly changing market
- Identify action to improve performance in light of major organizational changes in 2019 (Post-M&A)
- Reflect and take a step back after 2 years of short-term focus

Intake with CEO
and HR Director



LeadershipTeam
Map®

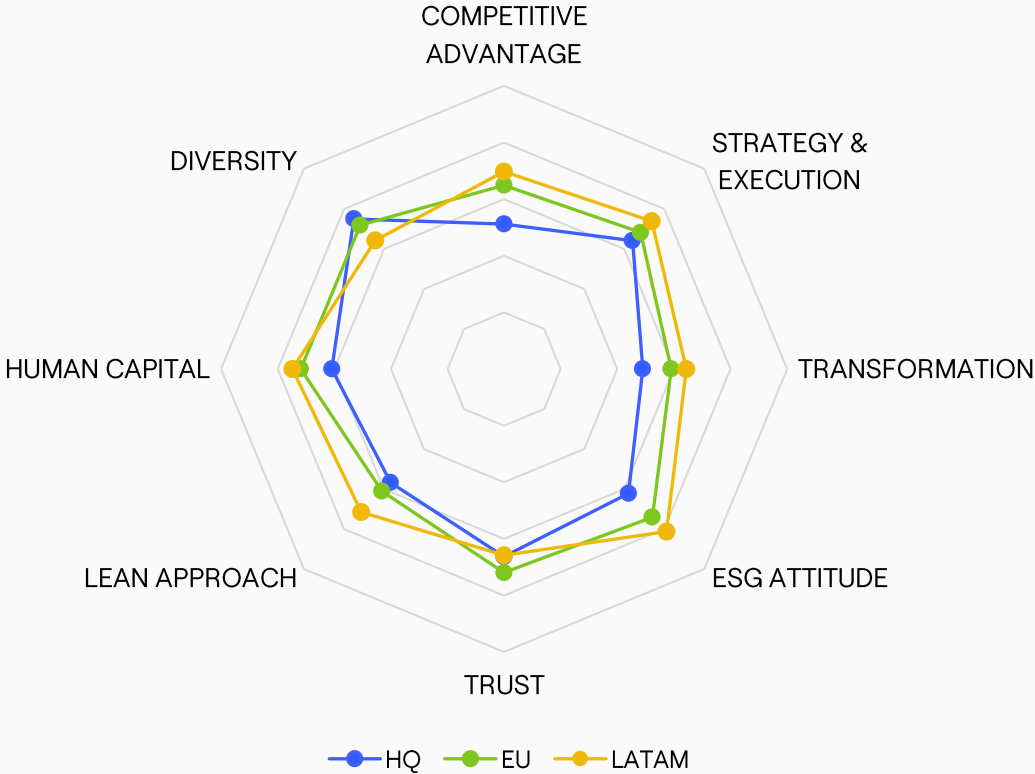


Debrief with CEO, CFO
and HR Director



Enablers of value creation

Based on extensive research, experience and data, we have identified 8 enablers of value creation for a Leadership Team. This is the overview for the 3 Teams



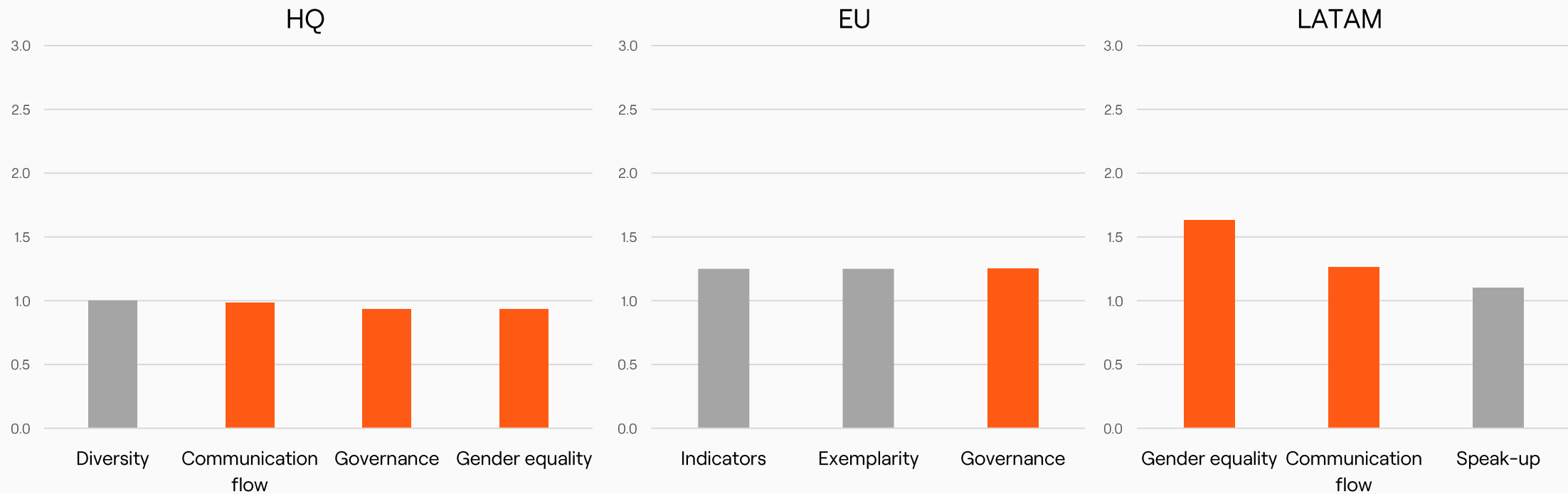
Team reality for each Team
The chart shows the gaps among team reality among each team in terms of enablers of value creation

- Competitive advantage:** The conditions for the Leadership Team and the organization to sustain the core differentiating factors to enable value creation
- Strategy & execution:** The alignment and clarity on the strategy and the ability of the Leadership Team to execute on it
- Transformation:** The ability of the Leadership Team to enable and convey change through the entire organization
- Esg attitude:** The ability of the Leadership Team to generate positive and measurable impact for people and the planet, beyond financial returns. It is the ability to focus on long term value creation for all stakeholders
- Trust:** The level of trust and reliability among Leadership Team members
- Lean approach:** The ability of the Leadership Team to prioritize experimentation over detailed planning (prototyping, testing and measuring)
- Human capital:** The level of talent and passion within the Leadership Team
- Diversity:** The intentional integration of diverse, cultural, social and professional background within the Leadership Team

Analysis of perceptions

Cross-analysis of different **perceptions** for each Team on levers of value creation

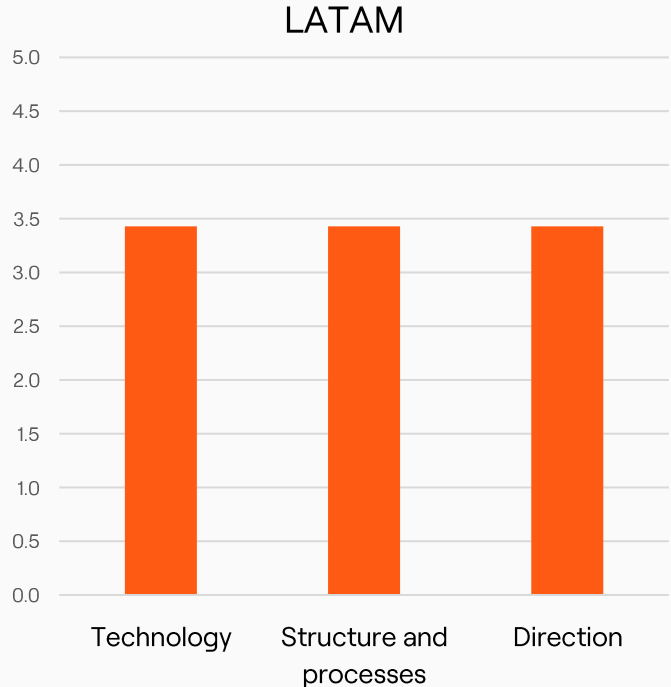
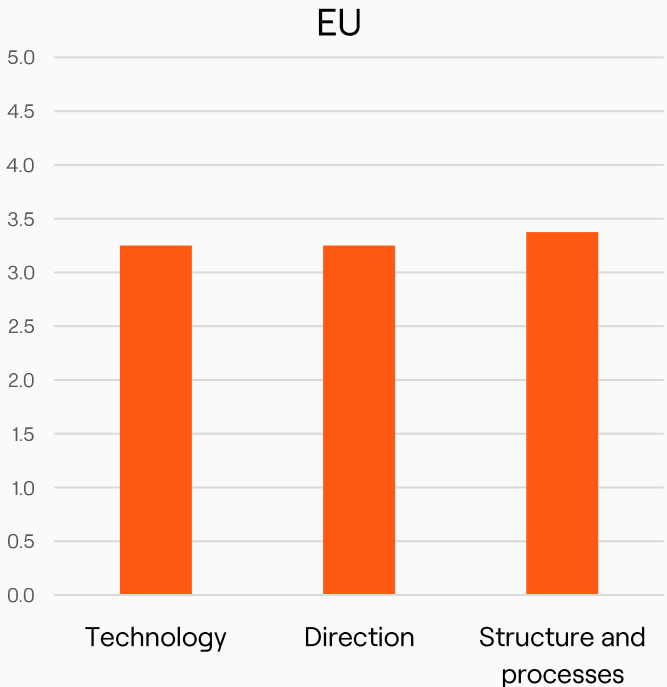
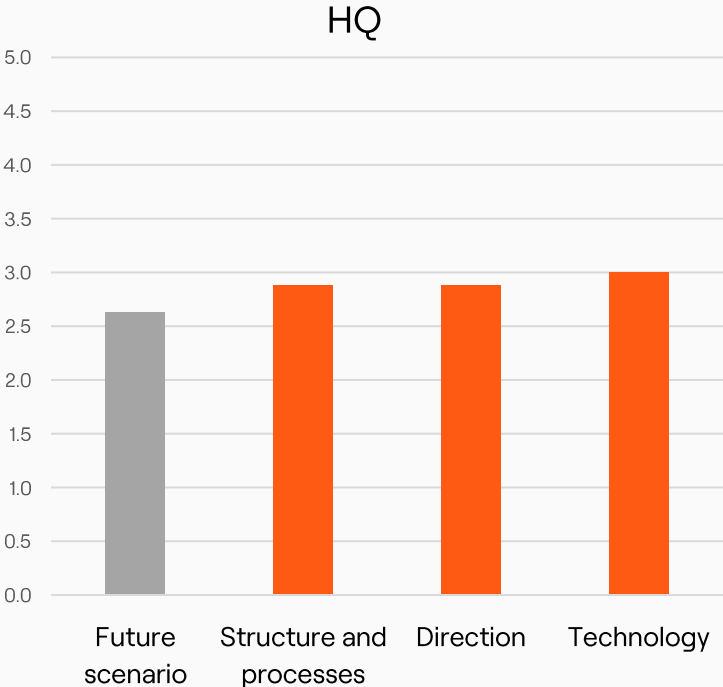
MISALIGNMENTS
divergent perception of reality



The chart shows the levers with the **highest degree of dispersion** in terms of team's perception for each Team. When all team members have similar perception, the variance value is low. When there is a polarization of member's perception, the variance is high. EU and LATAM teams **shared** at least one topic of misalignment with the HQ

Levers of value creation

Cross-analysis of the **most sensitive** levers of value creation for each Team



The chart shows the levers with the **lowest average value** for each Team.
EU and LATAM teams **shared** the same lowest levers of value creation with the HQ



Intervention

Combining insights of the LeadershipTeam Map® with 1-to1 interviews, LTx facilitated a set of **conversations** with the CEO and its closest team:

Recommended conversations:

- What is the Future of the Organization? How should it look like in 3-5 years? What is your storytelling post M&A?
- How could Technology be the backbone of this storytelling/emerging future?
- What organizational Structure would be more consistent with the organization's mid-term goals?

Output of the conversations:

The CEO and his closest Team recognized the **lack of a federating strategy behind the successful buy&build and financial operations.**

While the new **organizational structure was already in the pipeline**, and it was not of big concern to the Team, the lack of storytelling was something they could only sense at the time.

The CEO and his Team eventually agreed on how to **influence the Board on this major issue**, constructively connecting it to the **technological shift** already under discussion.

Thanks!

WEB
LeadershipTeamX.com

EMAIL
info@LeadershipTeamX.com

