



Case Study

Executive Summary

The CEO and SVP HR at Spiegel saw the need to do an assessment and talent review of the 20-member executive team. The company goals of growth, both through increased sales and acquisition, required a strong executive team. Key components of the initiative were to:

- Establish a leadership success profile
- Articulate the competencies required for success in each position
- Assess each leader against both sets of competencies
- Determine the appropriate action steps for each leader
 - Development plan
 - Redeployed
 - Exit strategy

Once the success profiles were established each participant completed a self-assessment, his/her manager completed an assessment and importance ranking of the competencies for each participant.

An analysis was then completed illustrating the strengths and gaps at both the team and individual levels. This analysis was then reviewed with the CEO and SVP HR to determine next steps.

How Connect the Dots Provided a Solution

We worked with the CEO and SVP, using Lominger competencies, to create the success profiles. We designed the assessment and analysis tools that provided the CEO with the information needed to make decisions to support the business objectives. In addition, Connect the Dots was able to bring an objective and educated perspective, as well as creative solutions for addressing gaps and leveraging strengths of the team and individuals.

Once the assessments and analysis was completed, Connect the Dots created a development plan template for the SVP HR and leaders to use as part of the development process, as well as designed a series of leadership workshops to address the core competencies that needed further understanding and development.

Valued Delivered

The CEO and SVP HR had the information needed to determine the current state of the executive leadership team against the success profile. This allowed the CEO to make objective decisions about how well positioned the team was to implement and be successful delivering on the business objectives. In addition, each leader had a clear understanding of their strengths needs, and how to leverage the strengths and address the needs.