



Case Study: A Leadership Transition Solution



Executive Summary

A successful company made up of a diverse collection of off-priced retail store chains in North America, including TJ Maxx, Marshall's, Winner's, Bob's, AJ Wright and Home Goods. TJX is an organization with long-tenured leaders, often promoted from within.

Business Challenge

As the company continues to grow, mature and acquire new retail chains the type of leaders has evolved. The succession plan clearly spoke to the need to develop and recruit a new type of leader. Bringing senior leaders from the outside, particularly in a merchandising role, is very challenging for both the new leader and the organization, often taking up to two years to complete the transitioning process. To meet the demands of their changing business, a consistent process that surfaces the culture quickly, and engages the HR Partner, Hiring Manager in supporting the new leaders' success was critical.

How Connect the Dots Helped

TJX came to Connect the Dots after an exhaustive search to create a transitioning process. The key elements of the process are:

- ◆ six month process that begins at offer acceptance
- ◆ a customized *Building Connections* tool with links to *RoadMaps* and learning sites
- ◆ led by the HR Partner with clear roles for the Hiring Manager and New Leader
- ◆ tools for surfacing and discussing the TJX culture
- ◆ use of *Are You Connected?* feedback surveys

Value Delivered

TJX now has a transitioning process for new leaders (both internal and external) that enables them to have a clear understanding of both the organization and their role. In addition the process gives TJX a vehicle to take the mystery out of successfully transitioning into the company. In addition, hiring and promoting less tenured associates has a much higher chance of success, enabling TJX to address its success planning needs.

