



HIGH PERFORMANCE CASE STUDY

SENIOR LEADERSHIP PERFORMANCE EXCELLENCE

ABOUT THE CLIENT

Industry: Lifestyle and Retail Apparel and Accessories

Size: \$4B+

Employees: 5,000+

CLIENT SITUATION/CHALLENGE

- A global leader in the athletic footwear and apparel industry with strong global brand recognition
- Experienced negative consequences due to misalignment on priorities and passive/inconsistent accountability beginning at the senior leadership level
- Despite infusion of new leadership, talent, and significant growth, the CEO knew that their current method of winning was not sustainable and would not lead them successfully through the climb they had ahead of them
- Needed to establish clarity around what excellence as a senior executive and senior team member looked like, and how the team can commit to owning that path together
- Desired to relinquish old habits, siloed thinking, and unhealthy competition among functional departments which created a lack of commitment and accountability throughout the organization

CLIENT GOALS

- Establish clarity and outline what excellence as a senior executive and senior team member looks like
- Cultivate new mindsets, systems, and standards for senior team that fuels innovation, prevents decision paralysis, and produces a more cohesive team
- Create innovative methods to surface new ideas from employees across the entire organization and engage employees in a streamlined process to implement those ideas

SHIFT'S APPROACH

SHIFT conducted an culture and performance study organizational studies to gain a better understanding on:

- Overall culture and leadership from the perspective of the top one hundred leaders in the organization
- Current standards of excellence amongst the senior leadership team

SOLUTIONS

Grounded in findings from the studies, SHIFT designed and implemented a comprehensive approach to elevate standards and advance the senior team's readiness to meet and rise to the demands of the rapidly changing environment for the organization and competitors.

- Employed SHIFT's Role Excellence Profile process to create a new standard of excellence for senior leaders in the organization
- Leveraged SHIFT's High-Performance Model to surface performance barriers and accelerators at the senior leadership level, and with the teams that reported to those senior leaders
- Implemented a Precision Coaching Program with all senior leaders in conjunction with the new standards of senior leadership excellence, while enabling them to own and track their personal growth
- Upgraded approach to senior leader interviewing, hiring, and onboarding practices to strengthen decision making, and accelerate new hire time to integration on the senior leadership team
- Leveraged SHIFT's Operating System to establish clarity and alignment around critical organizational priorities

IMPACT

- Senior leaders adopted standards of excellence and advocated for change of old habits within their own teams, ultimately reinvigorating associates' commitment to the vision
- Produced excellent results (based on industry peers and ownership goals) through an unexpected CEO Transition
- Transitioned from a culture of unhealthy risk-aversion and slow decision making to one of innovation and productive risk taking
- Filled two critical senior roles and compressed the time-to-competency and contribution
- Established custom Success Profiles for all senior leader roles to grow leaders for future roles from within the organization

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