



The Challenge

Objectively identifying, then preparing and supporting future leaders.

Fiercely loyal employees have made decades-long tenures the norm at a major multinational company whose brands are true household names. Despite the company's overall success, however, its inability to effectively identify, promote, and manage its future leaders was negatively affecting operations, performance, innovation, and employee engagement.



The Solution

Together, RHR and the company have delivered on a global talent transformation focused on advancing leaders who can execute their long-term strategic and cultural aspirations.

The transformation has focused on three key talent levers:

Assessment: Objectively identifying employees' core capabilities with RHR's comprehensive Readiness for ScaleSM (RFS) assessment. Based on strategic talent needs and succession priorities, waves of leaders over multiple years were assessed, beginning with senior leadership and cascading around the world.

Insightful Data: Providing holistic, integrated data to drive high-quality, future-oriented decision-making. RHR sat side by side with leaders as they worked to integrate their own observations and insights with external data to reshape their teams and future-proof their succession plans.

Feedback and Development: Giving clear and candid feedback to individual leaders based on the RFS assessment to help them establish a development plan and prepare for the future. This feedback was delivered with the characteristic RHR "care mindset," as described by one participant, to balance respect and candor that catalyze change.



The Results

Strategic decisions and development to ensure successful transitions and strong success rates.

RHR's engagement with the company was initiated by the chief executive officer and driven by the company's senior executives. Managers, HR partners, and decision makers are highly engaged and actively leveraging RHR's partnership and data to objectively identify, evaluate, and prepare future leaders. A heavy investment in education has ensured that leaders are interpreting and using data in the "right" way—as one piece of a complex set of factors that shape talent decisions.

Working with RHR has catalyzed a cultural shift that has set a new tone on talent. Executives are significantly better at recognizing their own biases and outdated models of leadership as well as acknowledging the value of data, partnership, and diverse inputs. Results and performance continue to be important decision factors, but impact on people, culture, and future growth are similarly considered and valued.

“We are changing rapidly, which has required significant shifts in what is required of our leaders. RHR has helped us figure out who can truly thrive and deliver in the new culture.”

Going forward, the company continues to maximize the value of its leaders with a three-step strategy: 1) a thorough assessment to identify the individuals' unique contributions, 2) support and training to ensure they're fully prepared for future opportunities, and 3) intentional decision-making that ensures the sustainability of high-impact leadership. As this company has experienced firsthand, this objective yet personalized and respectful process delivers lasting transformation and long-term sustainability.

“RHR's insights have helped us shift from old-school thinking about our people to data-driven decisions. We have transformed our leadership ranks with their partnership.”