

Case Study



NATURE OF ENGAGEMENT: Executive coaching of the Executive Team and its individual members. Worked over six months with the Top Team on establishing People and Cultural Change strategy, which culminated in the development and roll-out of the company-wide 'Passion' initiative. The work incorporated analysis and benchmark of current culture and people-related practices against external organisations and best in class, creation of an organisational people and culture vision, and putting and bringing together a series of interventions to form the 'Passion' initiative.

STAKEHOLDERS: All Executive Board members. Talent identification work was extended to next managerial level, and initiative was rolled out across CMW

KEY CHALLENGES: DePuy CMW is part of DePuy International – the medical devices arms of J&J. DePuy CMW manufactures and sells medical cement. Within 4 years of the appointment of a new CEO, the turnover of the business has more than quadrupled. The new CEO has transformed the low-value business into a \$100M business, operating from a state of the art facilities. The transformation was achieved through focus on people and their development. Being aware that he was on his way to a higher position within Group, he wanted to ensure that he leaves the small business in a good and sustainable shape

METHODOLOGY: Dr Tuvia Melamed designed and led the Executive Team Development programme. The programme of activities included:

- An executive audit of each member the Leadership team and the senior managers
- A series of Top Team Development workshops (informed by Executive Audit)
- Executive Coaching for each member of the top team
- Creation of 'Passion Initiatives' to ensure that the Executive Team instils a High Performance culture within the business
- Skill audit event based on the 'Passion' framework (rather than technical expertise) for ALL employees

TEAM DEPLOYED: Dr Tuvia Melamed, supported by a team of coaches, a seconded interim HR Manager

CATALYSED CHANGE: Re-structure of the whole Executive Board, and removal and marginalisation of individuals who acted as blockers for change

IMPACT: The programme informed a re-structure of the Top Team and the Senior Management team. A successor was identified, and a support programme was tailored to help the successor take over the CEO role. DePuy CMW sustained its financial performance. The change of personnel was well managed and did not have negative effect on the business.