



Position DNA

Case Study

Challenge

- Executive development program was losing top people after only two years
- Company needed 750 executives to lead their brands and corporate functions
- Constant recruitment and training was costly and putting strategic plans at risk

Benefits

- Created the definitive Position Profile used for executive recruiting
- Built an internal candidate pool of L-14's using a targeted training and development program
- Saved \$50M in costs across recruiting, retention and development

Leadership realized they had a crisis. Their company, a global food and beverage conglomerate, was dependent on executives they designated as Level 14 ("L-14") to seed the various brands and functions. They had 500, yet needed 750 in two years if their strategic plans were to be realized.

These were the best and brightest culled from leading firms in their industry by a costly cadre of external recruiters. While the work of these L-14's gave them extraordinary development experiences, burn out was evident and retention rates were low, many leaving after only two years. They were highly paid, worked into the ground, and then lost at their peak of capability.

Leadership realized that their recruitment and development plan needed to be completely overhauled. Despite the high qualifications and achievements of the L-14's, no one truly understood what it took to be a successful L-14.

Solution

WingSpread was asked to help. We used our Position DNA solution to sequence

and map the skills of incumbent L-14's across each business function.

Along with expected concentrations in finance, leadership, management, and the technical skills appropriate to their function, we discovered that each L-14 had extraordinary research and development skills. Shown this, the human resources leaders felt that this skill cluster had unconsciously conditioned recruitment and promotion decisions in the company for years.

Result

This new understanding of L-14 skills provided a profile and process for identifying the most appropriate candidates. WingSpread created the definitive Position Profile used in focusing sourcing efforts towards the much larger pool of internal candidates. The insight and changes driven by this new understanding saved an estimated \$50 million overall for the company across recruiting, retention and development costs. More importantly, WingSpread has given this company the confidence that they have the right people to successfully fulfil its strategic plans and long term vision.

WingSpread addresses the fundamental equation governing Human Capital Optimization: "The work to be done must equal what workers can do." Skills are the critical element in solving this equation as skills are measurable and quantitative. Developed from over 30 years of experience in the fields of executive recruiting and corporate strategy, WingSpread applies an innovative methodology and web-enabled "SaaS" analytics technology to help organizations to evaluate talent and take decisive action. Our solutions enable companies to overcome challenges from recruitment and workforce planning to corporate acquisitions and restructuring to achieve better returns on their investment in human capital.