



Case Study: Aligning Leadership with an Actionable Strategic Plan

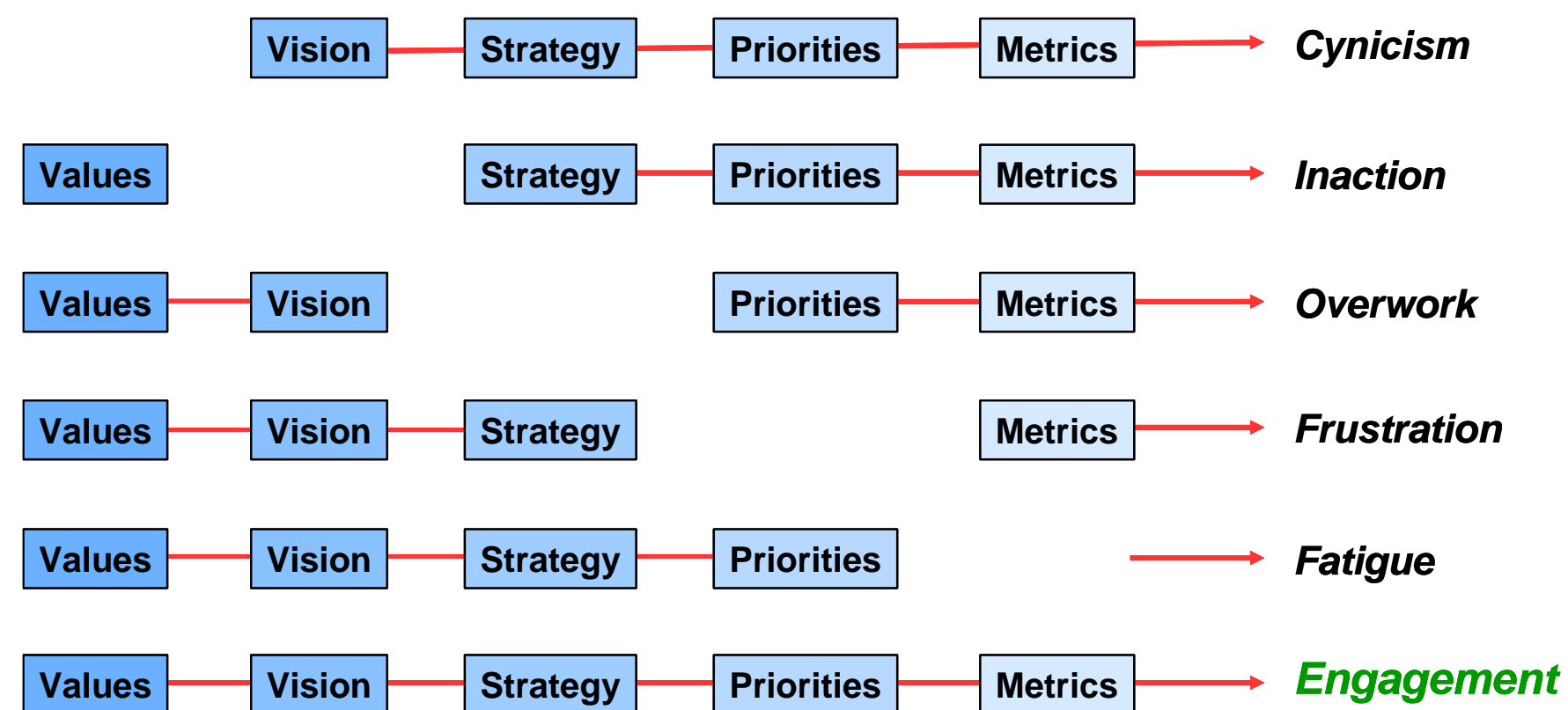
Rick Hasty
Aaron Andrade

Summary

A leading software firm in the medical products marketplace was struggling to grow beyond its current market share, despite being a category leader. Private shareholders were becoming increasingly restless, eager to see progress toward a future buyout. The long-standing leadership team was falling short of promised goals, and the CEO felt that the company had lost its momentum. Team members were discouraged and lacked a clear vision of where they were heading. The primary objectives were to realign the leadership team through the Assignment of Accountability process, clarify roles and responsibilities, and develop a thorough Strategic Planning Process to establish a clear vision, priorities, and key initiatives for the company's future.

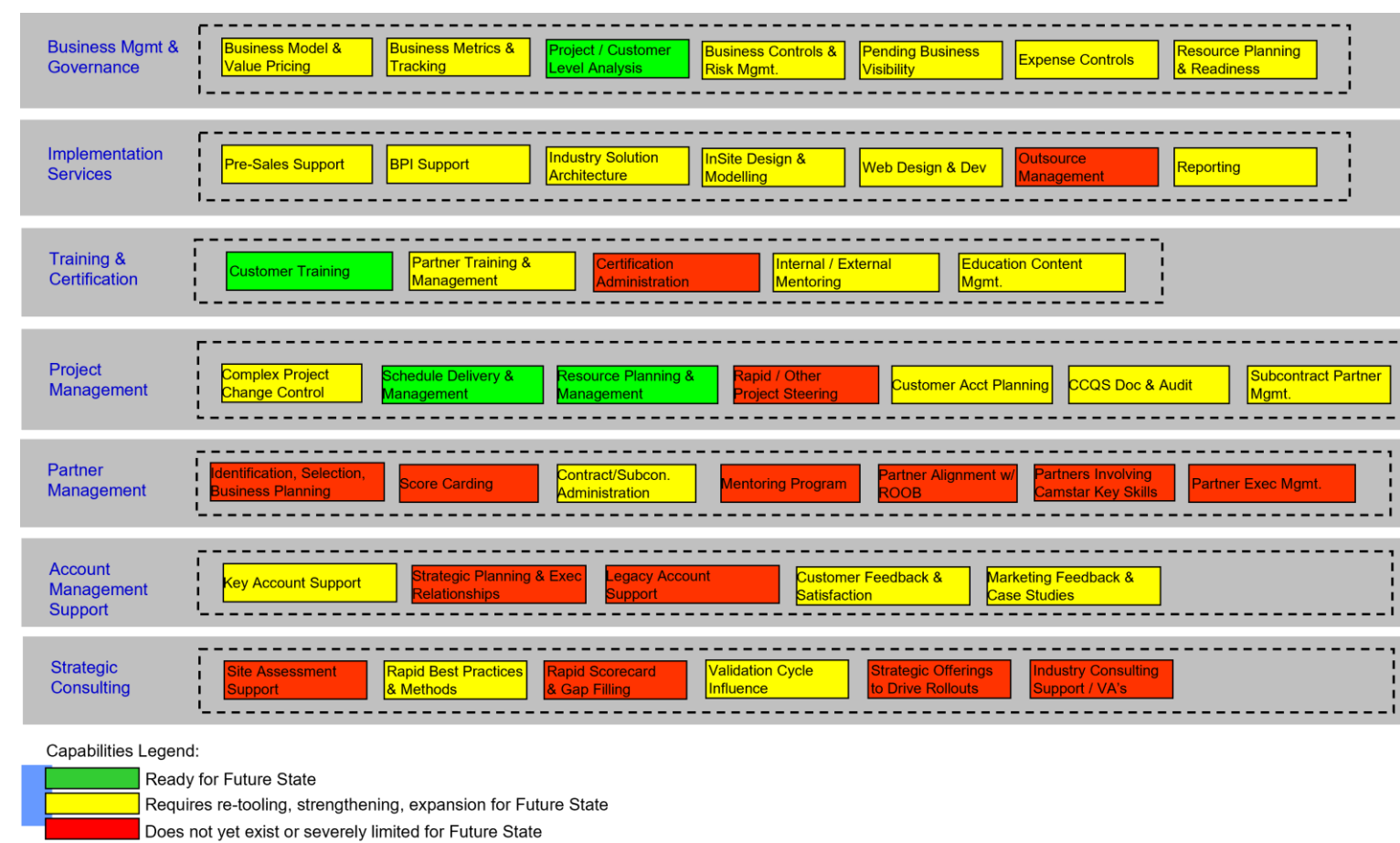
Challenges

Identifying the missing component



- ▶ Struggling to grow beyond current market share despite being a category leader.
- ▶ Increasing pressure from private shareholders who were eager for progress toward a buyout.
- ▶ Long-standing leadership team falling short of promised goals.
- ▶ CEO sensed a loss of momentum and growing discouragement among team members.
- ▶ Leadership team lacked a clear vision and direction for the future.
- ▶ Overlapping or unclear responsibilities within the leadership team leading to inefficiencies.
- ▶ Missed opportunities and wasted efforts due to lack of strategic alignment.

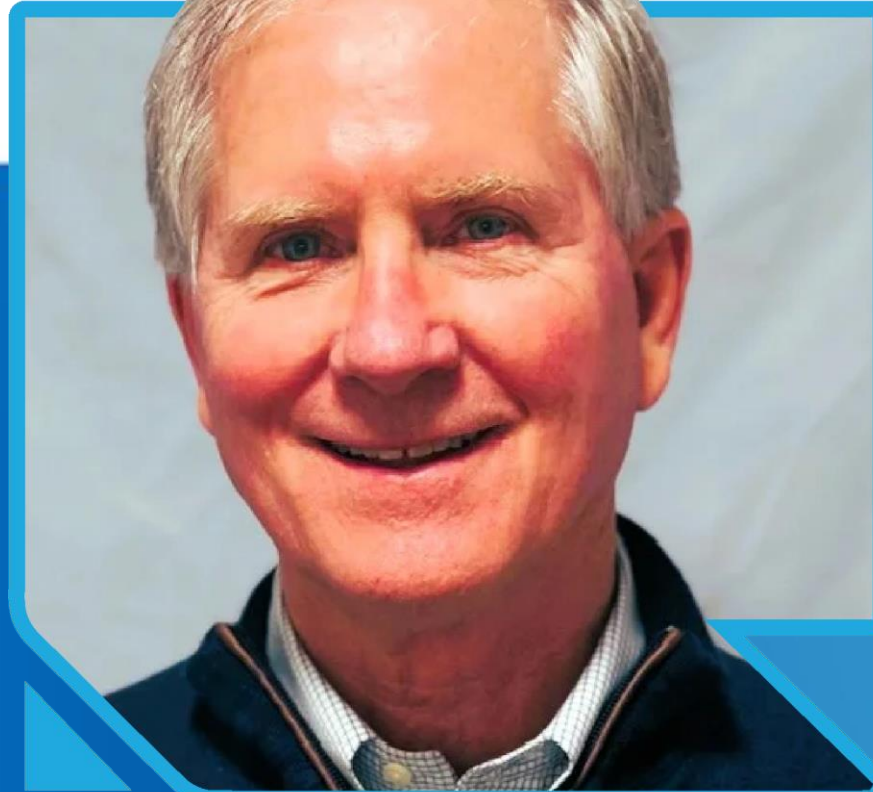
Solution



- ▶ The **Assignment of Accountability process** to clarified roles and responsibilities for each leadership team member and their functional areas.
- ▶ Eliminated overlapping accountabilities and ensured that all critical functions were covered without gaps.
- ▶ Collaboratively identified key priorities and initiatives, ensuring alignment across the leadership team.
- ▶ Facilitated a comprehensive **Strategic Planning Process** to establish a shared **Purpose, Vision, and Values** for the company.
- ▶ Developed a Target Operating Model with Roadmaps for each functional area, providing clear milestones for future actions
- ▶ Initiated a disciplined implementation process that was instrumental in leading to renewed growth and a planned exit strategy realization.

Successful Conclusion

The Assignment of Accountability process and Strategic Planning Process led to a revitalized leadership team that was energized, focused, and efficient. With clear roles, responsibilities, and priorities, the team eliminated overlapping accountabilities and improved collaboration. The company's strategic direction became clear, preventing wasted efforts and unnecessary changes in direction. Three years later, the firm was successfully sold to a large software company, exceeding the expectations of private equity investors and validating the strategic realignment efforts that had brought the company back on track.



Rick Hasty
Managing Partner

Rick has been a management consultant, executive coach, and facilitator to senior executives and their teams for more than 30 years. Working with leadership teams across industries in North America and throughout the world. He is an author and keynote speaker on the important topic of leadership development. He formed LNG after serving in management roles at PwC for 12 years. He previously founded Conequity Resources, a management consulting firm acquired by PwC in 2010.



Aaron Andrade
Senior Consultant

Aaron has 20 years' experience as a senior leader, executive coach and management consultant creating organizational development programs that increase employee engagement, develop leaders and achieve business goals. Working in multiple industries, his coaching and team building strategies have received recognition in leading companies like The Boston Globe, Year Up and the U.S. Army where he was awarded a bronze star for his service in Iraq.