

LEADING A BUSINESS FROM FIXING TO GROWTH

Client	Bridget McIntyre , CEO, RSA UK
Challenge	<ul style="list-style-type: none">• Opportunity for business to move from “fixing” to “growth”• A new CEO creating a reformed leadership team• Developing leadership capable of transforming the business seen as key
Together we accomplished	<ul style="list-style-type: none">• Rolling programme of transformational activity over 3 year period• Defined the new strategic space in which the company would compete• Translated ‘big idea’ into detailed strategies, innovation experiments and overall roadmap to put ideas into action• Engaged 4 levels of leadership to initiate new actions and remove cultural barriers to change• Supported individual leaders and the leadership team with in-depth developmental coaching
Outcomes	<ul style="list-style-type: none">• Business returned to growth for the first time in five years• Profitability exceeded analysts’ expectations every year for 3 years including final year growth in profits before tax of 13%• Process work improved service, delivered £150m savings and began new programme to deliver further £70m savings to 2010• Employee morale improved by 20% as measured by Gallup
Bridget says	<i>“It is possible to grow, reduce costs and improve morale all at the same time! The approach used by Harthill goes deeper than any other I’ve experienced.”</i>