



### **Situation:**

This second-generation business had grown impressively for many years but had stagnated, and profits were beginning to deteriorate. Family ownership and the board of directors were dissatisfied with the performance of senior management, and trust between the two was waning. Business units suffered from a lack of strategic direction and competition was advancing at an alarming pace.

### **Strategic Actions:**

- Led development of a first-ever family vision statement including purpose and goals, aligning the family on a path forward.
- Helped the family deploy the vision, purpose, and goals with the Board, and facilitated usage by the board in governing the senior management team.
- Led senior management and the board of directors in the development of a 3-year strategic growth plan to achieve the family's vision and goals.
- Assessed senior management team and recommended plan for renovation.
- Identified internal difference-makers for leadership development, coaching and advancement.
- Introduced Board to world-class executive recruiting firm to help upgrade talent, and aided in the attraction of multiple new leaders.
- Facilitated the gradual and graceful exit of deficient leaders, and helped on-board new senior leaders.
- Helped deploy the strategic plan cohesively and collaboratively across the company.
- Revamped the go-to-market strategy and plan to fuel collaboration, marketing, and cross selling across business units.
- Introduced marketing leaders to digital marketing partners, and led a digital transformation including new web site, ecommerce platform, and integration with CRM and analytics tools.

### **Results:**

- Achieved all-time record sales and growth in profits two years after deploying the plan.
- Significant improvements in teamwork across business units.

*"I highly recommend Jude because I have seen his leadership principles in action, and they work. During the time our family-owned company has worked with Jude, we have focused our organization on strategic priorities and improved collaboration, innovation, accountability and results."*

**- William Hallock, General Counsel and Board Director** at Construction Specialties Inc.