

Case Study: International Industrial Products Company

The Need

This international company is a diversified international company with over 100 facilities and distribution centers in eight countries throughout the Americas. They produce glass, plastic, and aluminum containers; automotive and architectural glass; glassware; household appliances; chemical products, and capital goods. Employing more than 33,000 people, it's shares are traded on the Mexican Stock Market and the New York Stock Exchange.

50 senior executives in the organization were assessed and classified on generally defined skills, a committee was formed to plan and develop top executives, and general guidelines were developed for their HR function. As a next priority, the Company needed to continue its assessment of key executives and to develop and operationalize a human capital strategy for its executive employees.

The Solution

Our team's approach to competency-based executive assessment and positioning included:

- Development of a competency model
- Implementation of an assessment process
- Design a feedback and decision process
- Diagnose talent gaps and strategy to close them
- Review senior executives

We then created the right human capital strategy for the Company, which included:

- Definition of executive leadership culture and competencies required to drive the change Grupo Vitro needed
- Expectations towards executive contribution and career opportunities
- Strategy for executive talent sourcing - internal vs. external
- Job assignment process that ensures successful positioning
- Competency-aligned executive development processes and resources
- Provisions needed to retain key executives in a competitive market
- Performance management and compensation process for executives
- Technology required to support executive human capital strategies
- Metrics that reflect return on investment in executive talent.

The Value

We were able to place highly competitive talent in key positions, move critical executive talent across business areas, manage individual performance, tailor executive development based on specific competency gaps, develop a 'bench' of strong talent, and retain highly talented key people.