

## Assessment and support for a manager in the supplier industry following a merger and reorganization

The situation: The British corporation Electron (name changed) is a global supplier for various industries such as engineering and industrial services, food as well as automotive with over 100.000 employees worldwide. The company produces standardized components. During the last years, Electron followed a strategic acquisition path, focusing on medium sized companies with client-specific knowhow in order to strengthen its unique position. The goal is to integrate these acquisitions within three years. One of the acquired companies is the German Thalgrund AG that recently changed into Electron Motion Germany GmbH. The company's operations underwent reorganization, including a career development program by *profilingvalues*. As part of the reorganization, Karl Nussbaum was appointed department head of Supply Chain Management. He reports directly to the Head of Operations.

Our briefing contained a number of topics that we translated into the report using *profilingvalue's* job analysis tool.

1. *Operating figures and target:* Operates in mechanical engineering (components/drives and steering) with an annual turnover of € 150 million and 500 employees. Former sales units abroad have been integrated. Outperformed competitors with regard to growth and earnings.
2. *Position after the reorganization:* Head of Supply Chain Management is Karl Nussbaum. He reports to the Head of Operations.
3. *Goals and background information:* The new position is a challenge for Karl Nussbaum. He needs help to enable him to utilize his skills and abilities better. It is also important to open the company to the group and manage the complexity that is due to the merger. *profilingvalues* was asked to assess Karl Nussbaum's strengths and areas for improvement with respect to his new role and make suggestions how he should develop.

### Results and recommendations:

Karl Nussbaum shows many areas of strength, but this position is not ideal for him as can be seen in the report ("limited fit", page 9). He should reflect and change his behaviour in some areas:

**Personal needs:** He should take his own needs seriously and achieve a better work-life balance. This corresponds to the category **Stability and Resilience**

**Abstract thinking:** The merger requires him to integrate into a larger system and adapt. He needs to restrain his own ideas somewhat.

**Goal orientation:** The targets from the Group are challenging. Therefore, it is important to focus one's activities and follow them through

**Decisiveness:** He must be clear that now is the time to march forward. Medium term developments should be considered at a later point in time

In the medium term, a role with more market and customer aspects would suit Karl Nussbaum better. Ideally, he would receive a position with overall responsibility. Karl Nussbaum is a high profile candidate who is willing and able to perform on the executive level.

If you would to receive more explanations, please contact the *profilingvalues* team.