

Project turnaround – top 5 Accountancy

Ability to integrate into the client company

The Executive worked for the large accountancy and consultancy group on a number of projects. He was brought into the practice because of his skill in understanding the theoretical requirements of a business in need of transition and then being able to implement them. The culture of a consultancy practice was far removed from the European manufacturing environments the executive had been involved in but he soon established himself and became an integral part of the team

Impact on the business / bottom line

He worked on a number of projects for client companies including a manufacturing assignment within a major shoe producer whereby there was a need to review and change basic manufacturing processes from those driven by “piece work” to a collective cell approach whereby remuneration came primarily from incentive and quality of work. He was involved in the second part of this project which involved the strategic resourcing of manufacture to the far East.

He also conducted a thorough review of a large breakfast cereals supply chain and helped the implementation of leading edge operating systems such as Oracle and Manugistics.

Overall contribution / achievement of objectives

The Executive was able to achieve all of his objectives with each project being well received by the client.

Working style

The Executive was concerned with leaving legacy which didn’t always endear himself to the practice but enabled the projects to be successful and the clients happy. He was especially at the forefront of explaining fairly complex remuneration models to the unionised workforce whose basic mathematical skills did not enable them to easily understand the nature of the proposed change. This he did both eloquently and with the support of the workforce.

Leadership / people management skills

He was able to lead hard unionised workforces through considerable change developing key relationships to enable this to happen.

Any other comments about the interim manager

He was able to move on to new challenges with the full support of the practice.

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