



The Leading Wind Energy Company: Global Organisation Design Specialists 2010

01. Background

As the industry leader in wind energy solutions, our client sets the agenda in the modern energy sector. Their offering, solely of wind energy through turbine technology, is unusual in that it integrates every aspect of turbine development, manufacture, distribution and maintenance, positioning the company with unrivalled market opportunity. The company has experienced sharp, exponential growth over the last few years that whilst universally positive, had impacted upon the organisation's ability to develop its functions in line with its increased scale and global growth.

02. Our Engagement

Augmentum, having managed some of Europe's highest profile "strategy and change" hiring programmes on behalf of a range of clients over the past few years, was engaged to find a number of senior executives to lead the design, and subsequent implementation, of a new global business model.

These individuals would be the first in a new OD function, which would be tasked with working with the leadership community on a wholesale organisational review and redesign. This was a broad brief, encompassing the whole organisation from fundamental operating model design through to an extensive redesign of processes and systems, all underpinned by profound internal cultural change.

03. Search Principles

Because of the lack of pre-existing internal OD capability, it was necessary to conduct an extensive benchmarking exercise in order to establish what 'good' looks like in this particular instance.

The net needed to be cast especially wide; this is a European company wishing to fully globalise its operations and brand. Thus broadening executive experience or 'diversifying' the executive was also a key objective: we were looking for people from a broad range of organisations (not just energy companies) over a wide geographic spread (not just Europe).

Individuals from four continents were targeted; all had built their careers within some of the world's largest global corporations. The 'change theme' was a common thread between them: they all had significant experience of managing and leading major change programmes within complex corporations. Accordingly, all had achieved significant success within their career to date

and all demonstrated a breadth of experience and capability at a leadership level within very global contexts.

Functional areas of relevance were also suitably broad, encompassing business management, corporate development, strategy and change, organisation design and development, and talent management.

04. Outcome

Our initial benchmarking, by definition, was broad but proved so successful that two initial hires were made as a result of our very first presentation. Since then, we have worked to develop an exceptional range of candidates of the very highest quality. They will enable the company to develop into a modern corporation functioning on a global scale, fully able to maximise the exciting potential of their products and capable of embedding its market leading status.