



Human Asset Inventory®-Leadership Pipeline® Dashboard

- **Case Studies and comments by C-Level Executives**

Producing Significant Results in Four critical Business Situations*:

Two large Academic Health Systems:

- The University of Pennsylvania...*'Good to Great'*, and
- The University of Mississippi Health System...*Financial Turnaround*

A 'tired' Industry Leader

- ADT Security Services...*'significant turnaround'...now the main asset of Tyco*

A small manufacturing company...providing assistance to the CEO and team over a period of time

- Dormont Manufacturing Company... *which grew from 6mm to 62 mm in 8 years with an EBITDA of 24%; sold to world class leader in water technology;*

An international distributor of health products...restructuring

- Herbalife...*able to restructure, re-deploy leaders to key positions—led to significant growth.*

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1. **Academic Health System(s)**...two distinct situations: *good to great* and *a turnaround*

Situation: University of Pennsylvania Health System and the University of Mississippi Health System. Both were under pressure to perform and questions were raised as to various expenditures by the legislature of each state. The Chief Administrative Officer at Penn, Dr. Will Ferniany, was the major client initially, then he moved to the University of Mississippi. Now, Dr. Ferniany is the CEO of the University of Alabama's Health System.

The University of Pennsylvania Health System (Philadelphia, PA)

Services Provided: The **Human Asset Inventory**[®] assessment process to assess three levels of each service in the University Teaching Hospital and five major hospitals in the Philadelphia area (i.e. Surgery, Oncology, etc.) and the business operations support services. Consulting with the senior leadership team in developing structural options, understanding the trade-offs, and developing an overall re-deployment process.

Outcome: Our talent audit produced a composite picture of talent and formed the basis of changes; new replacements, some exits and a consolidation of three departments with a substantial improvement in patient and physician satisfaction levels in 12 months. Additionally, eight HR staff were certified in the **Human Asset Inventory**[®] process to build internal capability to deliver on an on-going basis.

The University of Mississippi Health System (Jackson, MS)

Services Provided: Again, the **Human Asset Inventory**[®] was used with basically the same population; the exception being attention focused on the Business Support Operation as they were under scrutiny because of questionable practices and a dire financial picture. The Chancellor and the new CFO were the major clients.

Outcome: The work, along with other initiatives created a significant financial turnaround in less than 12 months; Additionally, six individuals were certified in the assessment process.

References:

At Penn, my major HR partner, now the CHRO of a major health system in Philadelphia:

Betsy Riley-Wasserman, PhD--- Senior Vice President of Human Resources; Mercy Health Systems: Philadelphia: Charlie Bishop has a process and solid tools to help a team undertake change. His approach and processes 'tells the truth'...extremely well received at senior levels, provides a path forward.

Dr. Will Ferniany – CEO; University of Alabama –Birmingham Health Systems: I can say without a doubt this simple, but powerful approach in assessing talent and leadership is the quickest way to change a culture; with our team at the University of Pennsylvania we could take a good system to great; at the University of Mississippi, his work was a critical contribution to affect the significant financial turnaround we had to make.

2. ADT Security; Boca Raton, FL...turnaround, organic growth and then, a sale to a larger organization

Situation: ADT had been the market leader in the home and industrial security industry (7% of the US and European sector). The company was owned by Lord Michael Ashcroft, a well-known British businessman and politician. His CFO/M&A leader, Steve Ruzika suggested to sell the company, since it was 'a drain on the total portfolio'. Mr. Ashcroft made him the CEO with a charter to 'turn the company around'. Mr. Ruzika immediately worked with McKinsey to develop an ambitious turnaround strategy. I was referred to Mr. Ruzika by the former CAO of FedEx to assist the senior team in assessing the talent in organization.

Services provided: I supported the CEO and three other individuals he had recruited; using the **Human Asset Inventory**[®] we assessed the corporate staff and four regional teams, flying to those locations. Within six weeks we had a composite picture of the talent—having assessed over 230 individuals and produced a **Leadership Pipeline**[®] **Report**, which segmented the population and provided insights about present capabilities. The report was reviewed by Mr. Ruzika and his three staff members, in concert with Lord Ashcroft. The summary picture led Mr. Ruzika to put the strategy 'on the back-burner' for 9 months.

Outcome: In four years, the company went from 7% of market share to 28%; at the time the company was sold to Tyco...in what was described by Fortune Magazine as one of the great turnarounds in American Business in the early 2000's. Today ADT is a 4 Billion firm. Additionally, it was a winner of the Baldrige Award for Quality and consistently ranks high in customer retention. I continued to consult with the team until I was offered and accepted the position of the Chief Human Resources Officer after four months from the time we started, staying until the sale to Tyco. The **Human Asset Inventory**[®] was used extensively not only in the company but also as a key part of our acquisition of several companies after the stabilization.

References:

Steve Ruzika: Ruzika Investments; Atlanta, GA: Any CEO should look at this unique talent assessment process to help them—particularly if they are attempting to take a company to the next level. This approach was an invaluable tool to me and the management team at ADT, (the process) provided us with a quick jump start...an objective way of looking at the leadership talent we needed to drive the business forward. If you are changing an organization, your department, or just interested in what should happen—read his book!

Ray Gross (former COO—ADT)— Scimetrika, Durham, NC; , Initially I was skeptical about a 'new way' of assessing talent...overall, too much of the work in HR has been, for me, very questionable; *what Charlie Bishop does is a difference maker*. His approach is solid, easy to use with normally busy, skeptical individuals such as myself, the results are worth the effort. At ADT, we made significant progress --one of the key pieces of our turnaround and growth. I am now one of the major proponents of the **Human Asset Inventory**[®], consistently recommending it to my friends in the investor community.

3. **Dormont Manufacturing; Pittsburgh, PA...small company, growth from 6mm to 62mm ...ending with an EBITDA of 24%**

Situation: Dormont Manufacturing was a small 6 million-dollar gas fixture heavy manufacturing business growing slowly over the previous twenty years...almost a 'job shop'. Two graduates of Carnegie Mellon's Master's program took the role of CEO and COO with a goal of improving the work processes and financial picture. The initial challenge was '*how to take a small company with a good idea, leverage and expand it...going from 1-5, not ...1 to 2 to 3*'. I was asked me to meet the two individuals with the idea the strategy would not succeed unless the talent was in place to execute.

Services provided: Initially, we conducted a **Human Asset Inventory**[®] session and at the conclusion with the two principals decided to make minor changes at the senior level and some at the 2nd level. After these changes were made, the principals requested I work with them as they were taking the company through a series of steps. The strategy was in place, the *talent for the 'ramp-up'* was of concern.

Retainer with this company: Over the next eight years with a retainer, I consistently worked with the two principals and the senior team to assess the on-going talent (*all* talent—including technical leaders and hourly workers) in the organization as they took the organization through a series of growth cycles with challenges at various point. One of the challenges consistently was where jobs had outstripped individuals in the culture; and, how to address this effectively, but humanly.

During this span of time, I provided services the senior team locked in on three inflection points **would provide the 'mind-set; and map...to keep moving to the next level:** New/different manufacturing technologies; New Product Development and IT processes, and *'recruiting, engaging, deploying, and retaining talent for a 100mm organization.*

Outcome: After a total of ten years the company was sold to Watts Water Technology; having grown from 6mm to 62 mm with an EBITDA of 24%. The average EBITDA in this sector in 2015 was 14.7%. Watts then installed the Human Asset Inventory and all the talent processes at Dormont.

Reference: Stacy Brovitz: (former COO of Dormont Manufacturing) –now private investor)—Oakmont, PA: The process by Charlie was essential for our growth. His unique approach helped us to realistically look at our talent and the insights we gleaned from the **Leadership Pipeline**[®] **Report** were essential for our growth. For us, it was the 'missing link' and if not used we would not have taken the company to where we wanted to be *in any timely manner*. I came up through finance and quite frankly, I did not realize the importance of talent as we started. I do now! Dr. Bishop's process 'tells the truth'. A senior leadership team must have a segmented picture of our talent base—the **Human Asset Inventory**[®] gets you there and the picture can be trusted!

4. Herbalife-Century City, CA...a nutritional products company re-organizing for future growth

Situation: Herbalife in 2006 was an international nutrition and weight management company with sales growing, but operating expenses were increasing at a disproportionate rapid rate. A project was undertaken (Optimizing for Growth) with the main component of around organizational structure and talent assessment. The two would be conducted in parallel. The organizational structure based upon – 1. What was need to execute our strategy today and in the future. 2. Change decision making and empowerment from heavily “HQ” reliant to pushing responsibility in to the region. The Chief Administrative Officer requested I meet with him and the CEO to discuss a ‘talent audit’. I did so and was then contracted to support the Senior Vice President who headed up the office of project management, specifically focusing on the reorganization study.

Services Provided: To conduct the ‘talent audit’ I introduced the **Human Asset Inventory®**. In conjunction with the project staff we assessed over 420 leaders and key executives world-wide and completed the task with two months. During this time, I provided interim assessments of various Country General Managers to the executive team. At the end of the two months a compressive report was presented and accepted by the executive team. This summary, then became the basis of their Executive Human Capital Decision Support System:

A segmented picture of talent worldwide (A-Players to D-Players); including Areas of Risk and mitigation actions; Top Talent ‘at risk’ either through a shortfall in the reporting relationship or judged Vulnerability/Risk to Lose; and ...as described by the COO...we were able at this critical time- to *‘get the right people in the right jobs...at the right time, doing the right things’*.

Retainer: Following this task I was asked to provide consulting services on a retainer to the Project Management and HR staff to assist in the implementation of the change process to be undertaken. This included direct coaching assistance to four General Managers to build the HR tools for supporting the change effort. This included the total Re-Deployment staffing process, outlining the strategy and implementation of an Organization-Talent Review Action Process and an Executive leadership education and Deployment process.

References: Michele Crocker: (former SVP; WW Distribution Herbalife: Los Angeles); now the **CEO of the Zenacity Group-Encinitas, CA**. Charlie Bishops approach, using the **Human Asset Inventory®** allowed us to assess talent across the world-wide system; saving us countless hours and resources; beyond that, he helped us develop our change muscle and make a smooth transition to the new organization model. His **Leadership Pipeline® Report** provides context and insights about the talent that was invaluable; he made a difference and, personally I learned more from him than any professional I have ever been exposed to. Call me if you need more information.