

## Connect the Dots Case Study



Spiegel

## SPIEGEL *team dynamics*

### *team dynamics*: An American Direct Marketing and Catalog Company Steers Its Leadership toward Stronger Performance

Catalogs have been on a decline since their peak in 2007, when 19.6 billion were mailed, according to the Direct Marketing Association. That number fell to 11.9 billion in 2013, according to the DMA. Direct marketing and catalog companies need to be smart and use online and offline methods to build their business and increase customer retention.

Spiegel is an American direct marketing and catalog company which designs and markets women's apparel, accessories and footwear under the Spiegel, Newport News and Shape FX brands. Founded in April 1865,

### Quick Shot

#### Company Name

Spiegel  
<http://spiegel.com>

#### Industry

An American direct marketing and catalog company

#### Key Challenges

- ▶ The CEO and SVP HR at Spiegel needed to do an assessment and review of the 20-member executive team
- ▶ Determine the appropriate action steps for each leader

#### Solution and Services

- ▶ Lominger competencies were used to create the success profiles
- ▶ Analysis addressed gaps and leveraged strengths of the team

#### Solution Highlights

- ▶ Assessment and analysis tools custom designed for team
- ▶ A development plan template created for the SVP HR and leaders
- ▶ Leadership workshops were created to address core competencies for further development

#### Key Benefits

- ▶ The CEO able to make objective decisions about how well-positioned the team was to implement and succeed
- ▶ *team dynamics* helped identify specific areas that needed attention and got everyone on the same page.

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Spiegel became one of the premier catalog companies in the US by the 1990's.

However, as Spiegel faced the new millennium, it became apparent that a fresh approach for growth was necessary. Having spent many decades in the shadow of companies such as Sears, Roebuck & Co. and Montgomery Ward, Spiegel earned its place as a leader in the catalog shopping industry.

Relying on its past proven ability to adapt to changes in customer tastes and trends in competition, the company was attempting to maintain this status. Spiegel reached out to Connect the Dots to help identify the areas that needed to be improved and create a clear plan of action to meet the company's goals.

## **The Challenge: A Clear Blueprint for the Leadership that Identifies Strengths and Closes the Gaps**

The CEO and SVP HR at Spiegel saw the need to do an assessment and talent review of the 20-member executive team. The company goals of

growth – through both increased sales and acquisition – gave them a strong executive team.

Key components of the initiative included the following:

- Establish a leadership success profile
- Articulate the competencies required for success in each position
- Assess each leader against both sets of competencies
- Determine the appropriate action steps for each leader
  - ❖ Development plan
  - ❖ Redeployed
  - ❖ Exit strategy

Once the success profiles were established, each participant completed a self-assessment. The leader's manager completed an assessment and importance ranking of each participant's competencies. An analysis was then completed illustrating the strengths and gaps at both the team and individual levels. The CEO and SVP HR reviewed the analysis to determine the next steps.

## **The Solution: *team dynamics* Creates Customized Tools that Support Business Objectives**

Connect the Dots (CTD) worked with the CEO and SVP using Lominger competencies to create the success profiles. CTD designed the assessment and analysis tools that provided the CEO with the information needed to make decisions that supported the business objectives.

In addition, CTD was able to bring an objective and educated perspective, as well as creative solutions for addressing gaps and leveraging strengths of the team and individuals.

Once the assessments and analysis was completed, CTD created a development plan template for the SVP HR and leaders to use as part of the development process. A series of leadership workshops was also created to address the core competencies that needed further understanding and development.

## **Senior Executives Now Have a Greater Understanding of Their Team's Strengths**

The CEO and SVP HR received the information needed to determine the current state of the executive leadership team against the success profile. This allowed the CEO to make objective decisions about how well-positioned the team was to implement and succeed in delivering the business objectives. In addition, each leader had a clear understanding of their strengths and needs. They discovered how to optimize their strengths while addressing the weaknesses.

CTD's team dynamics helped identify the specific areas that needed attention and provided direction for getting everyone on the same page. Spiegel experienced increased productivity, which allowed them to position themselves to seize future opportunities – and success.

**<http://www.connectthedotsconsulting.com/contact.htm>**

*Our coaching and feedback processes give your leaders and teams "real-life" situations to work through. We apply your organization's needs to our approach which takes the guess-work out of the how to translate new ideas and behavior changes in a real world setting. Contact us to get started.*

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