

# Developing Next Leaders

**Gillette®****Challenge****Create a leadership process for the next generation**

When an \$8 billion consumer products company sought to improve its cross-matrix business practices, it discovered that it also needed to develop its leadership talent. The HR organization, tasked with effective succession planning, needed to create a development program for the company's next generation of leaders. Management's ability to identify high-potential people and find them crucial stretch assignments had been hampered by a siloed organizational structure. The client wanted a reliable and consistent process for looking across the company to find and develop its high-potential talent.

**Solution****Identify and develop high-potential talent**

RHR International instituted a rigorous, data-based process for identifying high-potentials applied through the middle-management level. To prepare this talent for leadership, RHR designed a process that meets the special needs of high-potential employees and established relevant, actionable, realistic development plans for each individual.

**Results****Leadership consensus for sustained growth**

RHR's program created a common language and metric for evaluating people that has enabled open

discussion among senior leaders, and builds consensus about who the company's next-generation leaders are. The program eventually included 200 of the client's executives across six continents, 36 countries, and nine RHR offices.

**ABOUT RHR INTERNATIONAL**

RHR International LLP is a global firm of management psychologists and consultants who understand the distinctive challenges and pressures that CEOs and senior executives face. Its singular focus on senior leadership and research-based practice sets it apart from other executive and organizational development consultancies. For more than 70 years, RHR has been helping leaders and their teams transform themselves and, in turn, the performance of their organizations. RHR offers Board & CEO Services, Senior Team Effectiveness, Leading Transformational Change, Executive Development, and Executive Assessment.

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