



Doe Run

REALIZED IT.

A HOLISTIC APPROACH TO
TALENT MANAGEMENT

IMPLEMENTING A TALENT STRATEGY TO EXECUTE BUSINESS STRATEGY

ABOUT DOE RUN:

- > The Doe Run Company is a natural resource company focused on metals mining, smelting, recycling, and fabrication. Doe Run is the largest integrated lead producer in the Western Hemisphere and the third largest total lead producer in the world.
- > Doe Run is organized into four divisions in the United States and operates facilities in Missouri, Washington, and Arizona. It also has a Latin American affiliate, Doe Run Peru.
- > Doe Run's headquarters is in St. Louis, Mo. Its annual revenues exceed \$700 million.

The Doe Run Company can trace its long history back to the 1864 purchase of a tract of lead deposit-rich land in southeastern Missouri. Nearly a century and a half later, Doe Run is a \$750 million company and one of the world's leading producers of lead.

Yet, as the 21st century dawned, the organization realized it needed to move in a new strategic direction in order to be more flexible and responsive, given the changing customer demands that define the markets for its products.

"For most of its history, Doe Run was a company that was operations focused," says Barb Shepard, vice president of human resources and community relations for the St. Louis-based organization. "We spent too much time looking inward. We were more concerned about how to run the operations instead of concentrating on what our customers wanted and needed."

While Doe Run had long focused on its operations, it had not taken a systematic approach to talent management. But in 2006, as Doe Run's top leaders rolled out the new business strategy, it made a critical decision. It decided to support its new business strategy with a talent strategy

and action plan designed to identify, manage, develop, and promote talented individuals within the company. In effect, Doe Run would begin to approach talent management as a core business strategy. Simultaneously, Doe Run's leadership team sought to accelerate the emergence of a new cultural direction, defined in part by employee accountability throughout the organization.

STARTING AT THE TOP

Doe Run's emphasis on talent management began, as it does for many organizations, with a challenge. In this case, the challenge was the retirement of its longtime CEO.

Toward identifying the right individual for the CEO position, Doe Run's executive team and HR function worked with DDI to build a comprehensive assessment process. The foundation of the process was a holistic *Success Profile*SM that defined the combination of skills, knowledge, experiences, and personality attributes required for success in the position. The output of the day-in-the-life executive assessment built from the Success Profile was a wealth of information on each executive. This data was analyzed to show each individual's strengths and development needs.



DRIVING THE TALENT STRATEGY TO EXECUTE BUSINESS STRATEGY

“THROUGH THE WORK WE’VE DONE

with DDI, we have developed a model that enables us to groom people to lead the organization on the executive level and move the responsibility for day-to-day operations to the mid- and frontline levels, where it belongs.”

BARB SHEPARD,
VICE PRESIDENT OF
HUMAN RESOURCES AND
COMMUNITY RELATIONS,
DOE RUN

While external candidates were considered and assessed, ultimately the decision was made to promote from within Doe Run’s existing talent base. A. Bruce Neil, who had headed Doe Run Peru, was named CEO.

“Promoting from within, at nearly every level, generally has a higher success rate than hiring from outside,” says Shepard. “Once Bruce Neil was named to the position, we looked at ways to develop all our executives to groom them for positions of greater responsibility.”

The epiphany that the same structure and process that supported the successful CEO search could be applied at all levels, and on an ongoing basis, to manage Doe Run’s talent set in motion a new approach to talent management.

For starters, there was the continuation of a series of planning sessions, which began prior to the completion of the CEO selection process. During these sessions, the executive team mapped out a course for the organization’s future, including the talent strategy and action plan.

Based on this plan, the executive team next put into place a leadership competency model. The model allowed Doe Run to create *Success ProfilesSM* that spell out what’s needed for success in critical leadership positions and roles at all organizational levels. Equally important, the model serves as the foundation for the integrated systems the company needs to effectively develop and manage its talent.

To build its bench strength, the company launched an assessment and development process for leaders at multiple levels, from its locations throughout North America, to identify and develop those with potential to be successful in higher-level roles. The implementation of this process began with Doe Run’s senior leaders.

To gain an understanding of its current senior leaders’ strengths and development areas, Doe Run put 10 of them through an assessment center. One of the key findings from this assessment process was that Doe Run’s senior leaders weren’t thinking and performing at the level needed to execute the new business strategy.

“We discovered that our senior leaders were sometimes performing tasks that would be more characteristic of the responsibilities of mid-level and frontline leaders,” says Shepard. With this information in hand, according to Shepard, Doe Run took a fresh look at how it was preparing its senior leaders for future executive roles.

“Through the work we’ve done with DDI, we have developed a model that enables us to groom people to lead the organization on the executive level and move the responsibility for day-to-day operations to the mid- and frontline levels, where it belongs.”

One way Doe Run helped senior leaders to change their focus was to engage executive coaches to work with them.

“Having a coach isn’t the most natural thing in the world,” says Neil. “But it really helps to have someone who can look you in the eye and tell you that there are some things you have to learn and priorities that need to be set to succeed. Some of our executives have accomplished what wouldn’t have been possible without a coach.”

This focus on developing its senior leaders has paid off for Doe Run. Two years after it first began rolling out its talent strategy, three of the first 10 senior leaders to participate in the executive assessment and coaching process have been promoted into positions of greater responsibility.

“WE HAVE MORE CONFIDENCE that we can execute our strategy and achieve more of our objectives than ever before. We’re not only meeting expectations, but we’re also communicating them better to our people.”

A. BRUCE NEIL,
CEO, DOE RUN

BUILDING ACCOUNTABILITY

As it focused on better assessing and selecting talent for its critical leadership positions, Doe Run also sought to instill greater accountability down through the organization for its new strategic direction. With Neil as executive sponsor, Shepard and her team implemented *Maximizing Performance*®, DDI’s performance management system, for leaders and team members at all levels. The system facilitates individuals working with their supervisors to formulate individual performance and development plans, set milestones and timeframes, and track results.

After the first year of the performance management system rollout, 91 percent of Doe Run’s North American associates had performance plans in place—a high level of participation that underscores the emergence of an accountability culture within the organization. In addition, a recent employee engagement survey conducted across the organization revealed that, one year after initiating the performance management system, employee engagement increased by 7 percentage points. At the same time, job satisfaction and company loyalty rose 8 percentage points. Understanding of the company’s strategic direction, vision, and mission jumped from 43 percent to more than 52 percent.

“Performance management helped achieve clarity in what we do,” says Neil. “Our team dialogues are more constructive now, and individuals are more focused on their objectives. There is ongoing improvement, and we are definitely achieving results both as a team and individually.”

IMPLEMENTING ALL THE WAY DOWN

Toward further implementing the talent strategy and action plan, Shepard spearheaded the formulation of a six-year plan to implement development programs across the organization—all the way down to the newest of employees at entry-level positions.

Shepard says the plan marks another important step in efficiently developing Doe Run’s talent for roles with greater responsibility.

“Our goal is to develop an *Acceleration Pool*® of talent and to give employees assessment tools that will help them reach their highest potential as quickly as possible. By having common tools and processes across the organization, employees at all levels can grow through stretch assignments and progress more fluidly through the organization.”

Whether talent emerges from outside or within the company, Neil insists that Doe Run’s talent strategy and action plan are positively influencing its ability to execute its business strategy.

“The overall impact of these talent initiatives is that leaders and employees at all levels are now operating—and will continue to operate—more effectively,” he says. “We have more confidence that we can execute our strategy and achieve more of our objectives than ever before. We’re not only meeting expectations, but we’re also communicating them better to our people. And we’re giving them the tools and skills they need to help the company reach its goals.”

THE BOTTOM LINE

Having worked with DDI to implement multiple initiatives in support of its talent strategy, Doe Run has realized the following results:

- > Of the 10 senior leaders who participated in executive assessment sessions, three have already progressed to positions of greater responsibility.
- > During the first year that Doe Run instituted its new performance management system, more than 91 percent of employees had personal performance plans in place.
- > Also within the first year, employee engagement increased by 7 percentage points; job satisfaction and company loyalty rose 8 percentage points; and understanding of the company’s strategic direction, vision, and mission jumped more than 9 percentage points.

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In today's ever changing marketplace, having the right talent strategy is crucial for an organization's success. Development Dimensions International will help you systematically and creatively close the gap between the talent you have and the talent you need to drive future business strategies.

We excel in:

- Competency models that are linked directly to your business.
- Screening and assessment, enabling you to hire the right people with a full range of validated tests and assessments.
- Behavioral interviewing, helping hiring managers and recruiters make accurate hiring decisions.
- Performance management to foster individual accountability and superior execution of your strategic priorities.
- Succession management expertise and assessment systems to help you make critical placement and promotion decisions.
- Accelerated development to give you people who are more productive faster by offering the widest range of topics for workforce to senior leadership levels.

DDI is all about giving clients the kind of business impact they want over the long term. Our work is tied to an organization's strategies and becomes part of their business and culture. For multinational firms, DDI has precisely the kind of global resources needed to implement talent initiatives effectively and consistently worldwide.

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