

Member Success Story

Jemena Uses CEB Solutions

CEB HR Leadership Council™
For Midsized Companies

CEB Ignition™ Diagnostics assess HR's progress in critical activities and enable action planning to achieve the next level of business impact.



- Business Services
- 1,300 employees (2013)
- US\$1.9 B in revenue (2013)

“CEB Ignition™ Diagnostic for HR, in particular the ‘step ladder’ path to maturity, was very helpful for us to project forward longer than just a 12-month period.”

*Jodie Blake
Executive GM, HR, Health,
Safety, Environment
and Quality
Jemena*

Client Challenge

Following a change in its shareholder ownership, Jemena needed to reevaluate its five-year business strategy and plan, which included its HR- and talent-specific strategy and plan.

To do this effectively, HR leadership required a solid understanding of current functional performance and a reliable assessment of future capabilities and needs.

Instinctively Jemena's HR leadership team knew the function's strengths, weaknesses, and value to the business, but it needed credible, validating data to share with other functional leadership—especially to inform the five-year, long-term corporate mission.

Solution

Jemena's HR leadership team launched CEB Ignition™ Diagnostic for HR to assess HR's specific strengths and weaknesses against a comprehensive, robust, and best practice framework and dataset.

This diagnostic process revealed areas of functional performance that were of high priority but not receiving adequate investment—for example, managing workforce strategy.

Jemena's HR leaders were also able to equip themselves with the language and framework for productive dialogue with other functional leaders regarding processes traditionally categorized as HR-owned activities but that could benefit from cross-functional collaboration and shared accountability (e.g., recruiting executive talent).

Furthermore, the diagnostic was useful in assigning milestones and documenting progress toward higher maturity and achievement of strategic goals.

Results

- Provided detailed language and a strong framework for HR to use in articulating the function's value and contribution to overall business strategy in discussions with corporate leaders and stakeholders in other various functions
- Helped to clarify for HR staff the career paths and development opportunities within the function

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