

## **Tallent Automotive Limited / Gestamp Automoción**

### **About the client**

Our client is part of an international manufacturing group that serves the global automotive industry. Its site in the North of England employs in excess of 1000 staff and has a turnover of around £150m.

### **The brief**

Nigel Wright was retained by its client to source two 'best in the region' plant managers for its manufacturing site in the North of England. Following the takeover of the business by an international manufacturing group, our client's ambition was to significantly increase the productivity and turnover of the site, within five years.

These two new hires would play an instrumental part in this process, effectively managing two business units through a period of sustained growth while improving efficiencies, developing lean manufacturing strategy and staff capabilities. The operational business units are high volume, fast paced and highly pressured environments. Candidates would therefore need to demonstrate prior experience of driving change in this challenging context.

With a traditional culture and employees with a long service history, the new plant managers would have to deal with 'reluctance to change' and need a positive, supportive, encouraging and progressive mindset, along with strong interpersonal skills and good communication from shop floor to Director Level.

### **Our approach**

Nigel Wright was chosen to lead this assignment due to its long history of serving the automotive and wider industrial sectors. It was also felt with the complexities surrounding the recent takeover as well as the businesses insecure employment brand, Nigel Wright would have the necessary credibility in the market, to effectively sell these opportunities and network at the right level.

Given the specification of the role and the requirement to recruit high calibre individuals with proven Operations management capability, we recommend a full service approach whereby candidates would be generated from all possible sources: database, networking, executive search and advertising. Following this a thorough candidate screening process was undertaken.

Our extensive senior networks across the automotive and wider industrial sectors meant that we were able to quickly source a strong long-list for both roles. The key challenge was to nurture candidates through the process, clarifying any concerns they had regarding the future objectives of the business, post-takeover.

By regularly communicating with both the client and also the candidates engaged in the process, we ensured that the final shortlist was carefully selected, with the client's agreement, and all candidates were fully briefed for the final interview process.

### **The result**

Throughout the process the client felt confident that we had thoroughly understood the brief. Furthermore, in our role as 'brand ambassador' we were able to successfully challenge some of the negative perceptions in the market, of our client's employment brand.

We demonstrated the quality of our networks by identifying very senior, high calibre candidates with ease. This made the selection process extremely difficult for the client. When one individual withdrew from the process at the offer stage, the client was assured that the other candidates left in the process were equally capable and desirable for the job.

### **Client testimonial**

*The consultant got very close to us, conducted a thorough site visit and really took the time to understand the fabric of our business. He was then able to carefully select candidates that were a direct match to the job specifications but also, and perhaps more importantly, to our culture. This is a point which is often neglected by recruiters, but Nigel Wright demonstrated that they knew how significant this would be to the overall impact these individual would ultimately have in our business.*

*We were also impressed by the level of transparency of the process. In particular, we appreciated the opportunity to see a very detailed long list of candidates that had been engaged in the search. This reassured us that significant progress was being made. When the consultant presented the shortlist he was able to very skilfully 'bring the candidates to life' and this made it easy for us to prioritise which ones we wanted to progress to the next stage.*

*Since joining our business the two successful candidates have made a big impact. This is a large plant and it is easy for people to become isolated – the new Plant Managers have basically invigorated the whole site. The dynamic has completely changed and everyone across the business is feeling motivated and productive. In fact, I would probably say this was the case within two weeks of the candidates joining. **HR Manager.***