



TIME TO **TURN** YOUR ORGANIZATION **AROUND**





## YOU'LL NEED PLENTY OF EXPERIENCE.

If your business finds itself in a critical situation that calls for outside help, you'll want to turn to someone who not only knows what to do, but who has actually done it. After all, your company's very survival could be at stake.

Legge & Company is a national provider of management and human resources advisory services to companies in need of performance improvement. Our core services include turnaround management consulting, crisis and interim management, organizational and human resource strategy, and performance improvement.

Legge & Company's real-world experience extends across many industries and challenges. From large, billion-dollar corporations to small, entrepreneurial firms. We've become particularly adept at guiding businesses in extreme distress, even bankruptcy.

Of course, many companies who are healthy have turned to Legge to help maximize their performance and make their HR organizations a true strategic driver. In every case, we work with the highest level executives and give them the full attention of our senior people.



## THE DIRECT APPROACH.

A big factor in Legge & Company's favorable track record is our no-nonsense approach of 10% assessment, 90% implementation. After all, assessment is necessary, but it's not the heart of the matter. So we get that done right away, providing clarity on the key challenges ahead. Based on the assessment, we quickly formulate specific and clear organizational recommendations, then provide the hands-on leadership to see them through.

Another key aspect of our approach is our laser focus on delivering observable, quantifiable and meaningful results as soon as possible. Results like lower costs, faster cycle times and higher profitability. Quickly demonstrating progress to all stakeholders (employees, investors, customers) creates energy, momentum and optimism when it's needed most.

Time and again, this strong bias toward action and results has proven to be remarkably effective no matter what level of distress client companies are in. And while short-term results are critical, we don't believe in merely the quick fix. From the start of every assignment, we're also crafting an overall strategic HR framework that will yield long-term impact.



*"Your support and exceptional efforts will never be forgotten."*

Erland E. Kailbourne, Chairman - Adelfia Communications



## FIRST THE ASSESSMENT.

While few clients hire Legge solely to perform an assessment, it needs to be done before anything else can happen. Senior management and other key constituencies (attorneys, board of directors) must have a clear, shared picture of the salient problems and their root causes.

This picture can be incredibly powerful, even if it only confirms what most everyone knows, for it can drive the consensus that leads to decisive action.

The assessment will uncover a range of issues. Is the company well-focused? Do employees understand their priorities, and are they committed to supporting the organization's goals? Is there strong alignment between opportunities and resources? What's the flight risk for high performers? Are there any immediate opportunities to improve productivity? What savings can be realized right away? The answers can be uncovered via one-on-one interviews at all levels of the organization, observation, and confidential reviews with the leadership team.

LEGGE & COMPANY  
HELPS BUSINESSES MAXIMIZE POTENTIAL AND  
ACHIEVE HIGHER LEVELS OF PERFORMANCE.



*“Legge provided clear leadership to a large organization in real crisis.  
They did a superb job for Adelfphia.”*

David Brunick, Senior Vice President, Human Resources - Adelfphia Communications



## IMPLEMENTATION IS EVERYTHING.

Based on the assessment, we'll quickly formulate a plan. Again, speed is of the essence. Those actions that will yield the greatest return the fastest are undertaken immediately. Usually, they involve creating a sense of urgency, providing clarity, building accountability, stabilizing the organization, instilling confidence, and retaining the strongest performers. In most cases, Legge & Company will work on-site to personally direct and implement the action plan.



*“Legge knows how to successfully lead large-scale projects for results.”*

William J. Reddy, Vice President and Controller - RGS Energy Group

### WHO WE'VE SERVED

Legge & Company's experience is both extensive and deep. We've served companies of all sizes, on a broad range of issues, in a variety of industries:

Automotive Parts • Broadband • Business Outsourcing Services • Consumer Durables • Education • Electronic Data Solutions  
Government • Healthcare • Investment Banking • Media • Nonprofits • OEM Manufacturing • Professional Services • Utilities

## THE FUTURE IS EVERYTHING ELSE.



Once the most fertile opportunities have been addressed and the most pressing problems confronted, it's important to keep the momentum going by tackling the larger structural issues that are hurting the company's long-term prospects and performance. This may include streamlining the organization, revitalizing performance processes, and developing a sound platform for growth. But no matter what actions are taken, the overarching goal is to create a truly performance-based culture, a culture that marries every job and every employee with the strategic direction of the company.



*"Legge delivers the finish line."*

Bolgen Vargas, President, Board of Education - Rochester City School District

### PARTNERS

Some projects require the talents of additional consulting organizations. Legge & Company routinely partners with other professionals including attorneys, turnaround firms, and restructuring experts.

## A FEW HIGHLIGHTS

Legge & Co. has deep experience in all major areas of HR and the organizational issues of turnaround situations, including:

*Performance-Driven Culture*

1. *Effective management process and practices*
2. *Performance-based compensation plans*
3. *Performance management tools*
4. *Process improvement and benchmarking*
5. *Call center retention and productivity programs*
6. *Leadership profiles*
7. *Assessments of management skills*
8. *Employee satisfaction surveys*
9. *Recruitment, selection, learning and development*
10. *Labor relations strategy*

*Turnaround/Bankruptcy*

1. *Headcount, employment and benefit costs*
2. *Retention plans, bonuses, rewards and incentive plans*
3. *Stabilizing morale and building trust*
4. *Reorganization and contingency plans*
5. *Executive contracts, separation agreements, severance plans*
6. *Employee communications strategy*
7. *Non-ordinary course procedure*
8. *Working with bankruptcy attorneys, committees and other constituencies*
9. *Public opinion considerations*

ARCHITECTS OF HIGH PERFORMANCE ORGANIZATIONS