

# Success Stories – Business Turnaround Case Study

## GTSI Corp.

### Background

GTSI Corp. is a publicly traded company (GTSI – NASDAQ) engaged in selling information technology (IT) products and solutions primarily to United States Federal, state and local governments and to contractors who are working directly on government contracts. They have a sales force that leverages relationships, industry knowledge, expertise and existing government contracts utilizing a number of key business partners. In the past they predominantly resold products; their customers now want to utilize their expertise with people and services solutions. They started a Professional Services group, simplified their product and solution set to a manageable number and trained their sales group on Solution Selling.

### Challenge

The company experienced a financial restatement in 2005, hired a new CEO to orchestrate the company turnaround and transformation. Their voluntary turnover rate was 52%; their employee commitment level was 47% and overall job satisfaction at 49%. A key element of the CEO's strategy was implementing a Human Capital Management Plan focused on leadership development, hiring practices and creating a culture of empowerment and coaching.

### Solution

CornerStone Services was selected as a key partner to implement their leadership programs; Executive Coaching, New Manager and High Potential development. CornerStone's concepts and tools were institutionalized by the company: Behavioral and Skill Assessments, Goal Planners and Coaching Planners. Fact is every employee in the company has a development plan based on feedback and coaching.

### Results:

- Turnover rate decreased from 52% to 13%
- Commitment rate increased from 47% to 90% and job satisfaction from 49% to 76%
- Culture of Coaching and Leadership – VP HR wins 2007 Excellence in Leadership Award (HR Professional Leadership of Greater Washington DC/N. VA)

### Client talks about the Goal Planning Process

*“The process helped us clarify career planning and goal setting for our team. It also helped us retain an inside rep who resigned. The manager referred to the rep's goal planner and provided feedback that reinforced their current development track was better than the opportunity that they were being offered.*

*The rep elected to stay and was grateful for the approach the manager took. This process delivers ROI.”*

**Chris Kiernan, Vice President, Civilian Sales, GTSI Corp.**

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