



## Changing Corporate Culture from the Inside Out

*“The situation could have been much worse. Acumen’s recommendation to hire a quality assurance professional to help bridge the gap made a tremendous difference. It provided enough information for an immediate needs assessment and allowed us to hit the ground running with process improvement.” - Bob F - CFO*

### Challenge

A new executive replaced a disorganized and disgruntled Controller shortly after an ownership change at a national maritime company. The problem was bigger than anyone had expected. Policies and procedures were undocumented, the inventory and accounting systems were unreliable, and antiquated reporting systems caused delays and inefficiencies. The long standing Controller had become complacent and resentful resulting in a disjointed team with poor morale.

### Solution

While the company partnered with Acumen to search for a new CFO, they hired a quality assurance employee to shadow the Controller and learn as much as possible. Once in place, the new CFO worked with quality assurance to start from the beginning with policy development. Feedback was requested from employees and vendors. Systems were evaluated, new training materials were created, and employees were back-trained to leverage all system automation.

### Results

Within four months, the ‘lead by example’ philosophy was catching on. Employees felt valued and they were engaging in the new open-door communication management style. The documentation overhaul has led to process improvements, higher productivity, increased job satisfaction and happier vendors and customers. New hires are onboarding faster and new business is growing.

Founded in 2007, Acumen is a Portland based recruiting firm with a global reach. The company is committed to a strategic and consultative approach, its boutique style experience, and winning results.