



Retained Executive Search
Steelcase, Inc.
Chief Engineer
Position Specification



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The Market Opportunity: \$23.3B Office Furniture Manufacturing Marketplace

After two substantial decreases in global consumption in the past decade, the office furniture industry has experienced steady growth over the past four years. Growth levels are forecast to rise further, with a 3.3% and a 6.8% change projected for 2014 and 2015 respectively.

The Business & Institutional Furniture Manufacturers Association, BIFMA, posts even greater expectations. According to a [Mar 16, 2014] report, BIFMA projects the office furniture industry to grow by more than 10% in 2015. After a 2.8% estimated growth rate in US shipments for 2014, a \$1B increase (from \$9.6 to \$10.6) is forecast for next year.

While traditional drivers of demand have been strengthening, new forces of change have also helped spur growth. At this year's Raymond James Investor Conference in Orlando, FL, Steelcase Inc. CFO Dave Sylvester noted that future industry fortunes will be driven by the changing dynamics of the modern workplace. Greater emphasis on teamwork and collaboration, mobile technology that allows people to work from anywhere, and a need for corporate employers to optimize real estate have led to new investments in the office furniture realm.

Of the major players in the global office furniture industry, Steelcase remains both the largest in the US, as well as outside of its home country. Its growth is fueled from different sources of revenue, and its scale allows the business to bring insights and resources to local markets beyond anything local competitors can offer. These factors place Steelcase as the best positioned in the industry to capture sales and market share growth, while also having meaningful diversity and fitness to withstand changes in the economy.



Our Client: Steelcase Inc. (<http://www.steelcase.com/>)

Steelcase is the global leader in furnishing the work experience in office environments. They strive to unlock human promise by creating great experiences, wherever work happens. Their solutions amplify the performance of people, teams, and enterprises by creating places designed to augment human interaction – which creates value for an organization.

Steelcase Inc. encompasses three core brands – Steelcase, Turnstone and Coalesse – and several sub-brands, including Steelcase Health, their healthcare division. These brands offer a comprehensive portfolio of

workplace products, furnishings, and services, inspired by over 100 years of insight gained serving the world's leading organizations. Today, the Steelcase portfolio of solutions addresses the three core elements of an office environment: interior architecture, furniture and technology.

The company is globally accessible through a network of channels, including over 630 dealers in over 800 locations worldwide. They design for social, economic, and environmental sustainability.

Steelcase (NYSE: SCS) is a global, publicly traded company leading their industry with fiscal 2014 revenue of approximately \$3 billion and approximately 10,700 employees around the world. The leadership team is based at the global headquarters in Grand Rapids, Michigan.

Values:

Steelcase was founded in 1912 by a few people with a strong commitment to integrity and doing the right thing for their customers, employees, business partners, associates, and neighbors.

Their principles became the foundation of the company, passed on from decade to decade. Steelcase believes their employees are their greatest asset and living these values is at the core of all that Steelcase does, just as it was in the past.

At Steelcase they:

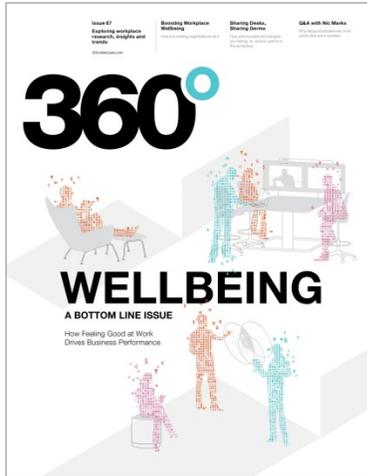
- Act with integrity
- Tell the truth
- Keep commitments
- Treat people with dignity and respect
- Promote positive relationships
- Protect the environment
- Excel



What's being discussed?

360 MAGAZINE

Check out the latest information on workplace research, insights and trends that will help you understand how people really work and how creating great space can make a difference.



Current News, Events & Videos:

- [Steelcase 2014 Annual Report](#)
- [100th Anniversary site](#)
- [Steelcase | A Day In The Life \(video\)](#)
- [Steelcase | How Leading Organizations Innovate \(video\)](#)
- [Steelcase | Case Study: Accenture Office \(video\)](#)
- [Steelcase | media:scape – Collaboration, Innovation \(video\)](#)

[Steelcase Executive Leadership Team](#)

The Opportunity – Chief Engineer

Steelcase is looking for a Chief Engineer to be a member of its Global Product Engineering Team, working out of its Grand Rapids, Michigan Headquarters. The position will report directly to the Vice President, Global Design & Product Engineering, and will be responsible for Steelcase Design Engineering, working closely with Design and Product Engineering peers and team members. The Chief Engineer is responsible for actively participating in product development engagements, as well as setting the vision and strategy for how Steelcase product developers will work in the future. The position will play a vital role in setting the global product strategy – from platforming and manufacturing to product development.

The ideal candidate must be very comfortable with a hands-on, multi-dimensional, business development leadership role that demands high levels of creativity. Steelcase is looking for a well-balanced leader who will thrive in this fast-paced, team-oriented environment. The candidate should have a strong ability to navigate ambiguity, and must have the sound judgment and experience to know which course to pursue. The person must be flexible to the dynamic nature of Steelcase's business demands, and must be a strong agent for positive change. This type of challenge is a selling point for the right individual, who can appreciate the magnitude of the breakout opportunity presented to them.

Position Profile

Upon arrival at Steelcase, the Chief Engineer will be expected to quickly assess ongoing activities, and to redeploy and leverage their deep expertise to plan and implement a customer-centric, profit driven, executable Design Engineering strategy. This executive will play a key part in shaping the strategy and growth of the Steelcase Product Engineering organization. Steelcase's success stems from its highly collaborative work environment, where high performance teams work shoulder-to-shoulder with leadership at all levels. The Chief Engineer will be a leader of these teams, forging a prolific and meaningful path in the company's future.

The essential Chief Engineer duties and responsibilities for the role include:

- Lead and manage a high-performance global team of approximately 110-150 individuals with direct reports in Europe, Asia, and the Americas.
- Translate breakthrough thinking into meaningful product solutions and applications that augment human interaction and experiences in the markets Steelcase serves.
- Leverage and build distributed and co-located teams that employ a global culture of innovation, technology integration and facilitation of learning.
- Inspire engagement and alignment of vision and strategy focus for Product Development Engineering Teams
- Establish clear operating principles, governance, responsibilities within a flexible resource model for direct and indirect reports and external audiences
- Ensure timely delivery of project, implementation, and operational objectives, while conforming to budget requirements.
- Recognize (trends) and leverage global best practices for Engineering Processes and Design/System Thinking in order to drive transformative activities
- Identify and facilitate the development of current and potential leaders within Engineering discipline
- Develop, grow, and sustain key internal, external, and research partnerships
- Inform, influence, and represent Engineering organization/brand at all leader levels
- Build and implement agile Engineering environments that value discovery and exploration within a rapid cycle development process or frameworks

The following characteristics and experience will describe the successful candidate:

- Is currently in a Global Engineering/Technical Executive role, responsible for managing the engineering/technical (technology) resources of a +200M PD&L, with a track record of above-industry average revenue and margin growth.
- Has 18+ years of Engineering leadership, with 10+ years of Engineering/Technical Executive leadership – translating to significant experience building, managing, and leading global Engineering teams. Extensive global work experience is desired.
- Has a thorough understanding of the technological, product development, manufacturing, and market launch aspects of a highly creative, complex-solutions oriented business.
- Has a record of motivating and inspiring teams to achieve quarterly and annual PD&L objectives and business goal
- Is detail-oriented and able to apply data driven decision-making. The desired candidate also possesses excellent organizational, time management, team building, written and verbal communication skills.
- Leverages user centric research to identify “insights” into customer needs – synthesize through design and systems thinking to provide elegant and meaningful solutions
- Acts with empathy and integrity through successes and failures. The ideal candidate also possesses a respect and sensitivity towards cultural diversity, and has a history of commitment toward harassment-free work environments.
- Is self-confident and disciplined, able to lead by example. The candidate should also be adept at recognizing and leveraging outside expertise.
- Is able to blend technical expertise with business, financial and technology acumen to develop big-picture vision over a multi-year time span
- Is able to thrive in a rapidly changing and high-stress environment, pushing forward constructive solutions, even when under pressure.
- Is adept at strategic, functional and tactical, level creative problem solving.
- Possesses a Bachelor’s degree in Engineering or Sciences; an advanced degree and/or MBA is advantageous
- Must be willing to locate to Grand Rapids, MI to work out of the Steelcase Headquarters.

For more information please contact:

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