

Project Profile: Understanding and Embracing Change

A process to increase employees understanding of the business, the strategic direction, the need to work productively as a team.

The Customer: A \$200 million division of a large insurance company.

The Situation: A new CEO decided that major and bold steps had to be taken in order to enable the division to meet the ROI targets established by the parent company and to enable the division to be competitive over the long term.

The Problem: Formal (written surveys and focus groups) and informal feedback from customers and employees revealed that improvement was required in the following areas: customer service, employees' understanding of the business and the strategic direction, teamwork between departments, quality and performance management. A history of paternalistic management practices stood as a barrier to moving the organization to a more flexible, entrepreneurial, non-bureaucratic, low cost, customer focused type of culture.

The Solution: One part of the solution was to increase employees understanding of the business, the strategic direction, the need to work more productively as a team, and to adapt to the changes the organization would be making in the years ahead. An overall goal was to create a new partnership that would empower all employees to exceed customers expectations and to enthusiastically embrace (not just accept) change.

A two day workshop was developed and company facilitators were trained to conduct the program for all employees at all levels. The content of the workshop included:

COMPANY SPECIFIC TOPICS

The Environment

- The Industry
- Competition
- Impact of Government Policy
- Shareholder Expectations

The Business

- Customers
- Products & Services
- Selling Process
- Delivery
- Retaining Business
- How We Earn Profit

The Company/Organization

- Our Vision, Values, Culture, Operating Principles, and Strategy
- Success Factors, Performance Measurements and Results
- Department Missions and Functions
- Position Responsibilities
- Quality Expectations
- Policies, Practices, Procedures and Resources
- About the Parent Company
- Interfaces and Resources

Generic Topics

- Understanding Corporate Culture
- Vision Makes The Difference
- Your Specific Role in the Company's Strategy
- Becoming An Empowered Organization
- Teamwork: Competition vs. Collaboration
- A Systems View of Organizations
- Relationship and Process Maps
- Developing a Strategy to Deal with Change

Special Features

- Use of colorful graphics and wall charts.
- Application of accelerated learning methods.
- Employees trained to facilitate the program.

Optional Features

- A complementary video featuring interviews with customers discussing their expectations.
- Organizational "maps" outlining relationships between functions and graphically describing business processes.