

ORGANISATIONAL CHANGE

A CLP LEADERSHIP CASE STUDY

Delivering hands-on change-management workshops that balance the cognitive learning of flexible working methods with the emotional journey of those impacted for 1000+ leaders in support of an organisational-wide transformation process.

THE CHALLENGE

Agility, synergy, empowerment - these were some of the popular corporate buzzwords that were part of our initial briefing from our client, one of the key players in telecommunications worldwide. Coming from a classical top-down culture with perfectly designed processes and clear hierarchical reporting lines, their core business was solid and immensely successful.

Thankfully, however, our client's new management board could see further than immediate operational success and feared that the organisation (and old behavioural patterns) would run into problems in a much more volatile environment. Instead of passively waiting to see if disruption would come from the outside, and in a bid to prepare the workforce for erratic market changes ahead, our client decided to proactively establish more flexible ways of working across their whole organisation.

CLP was initially commissioned with designing and delivering a tailor-made face-to-face programme for all managers, together with their teams, to support them in making the necessary organisational changes to introduce agile team structures and processes.

OUR APPROACH

- 1 HUMAN** *side of change as focus* – in breaking down silos during the initial design process, a cross-functional collaboration approach was instigated early on
- 2 CHANGE** *simulation* – the interactive tool used helped participants reflect on their attitude towards change and created awareness for the needs and attitudes of their key stakeholders while improving overall communication
- 3 AGILE** *methods activated* - leaders conducted hands-on planning to prepare for the real-life challenge of organisational change and the myriad of human reactions to the direction their organisation was moving in

For the first time in our client's history, it was not just about shifting the entire working structure of the organisation, but also about enabling managers to independently use the tools and approaches provided to maximise the efficiency of their specific part of the business, without being instructed from top down on how to do it. For some areas of the business, that meant continuing to work with stable, reliable processes but with some carefully chosen flexible amendments, and for others, a much more agile approach was necessary.

- TWO PROGRAMMES IN PARALLEL
- BLENDED LEARNING
- 95% PARTICIPANT SATISFACTION
- OVER 1000 LEADERS & MANAGERS DEVELOPED



OUR APPROACH

One of the mistakes of the past, however, was the idea that there is a “one-size-fits-all” approach to culture and management in the company. So, what was needed here was a transformation process on different dimensions in terms of culture, behaviours and leadership – in short, an approach that emphasised the human side of change.

We started by immediately breaking down silos during our design process, including stakeholders from different hierarchies, functions and locations in needs analysis and prototyping pilot sessions. This idea of cross-functional collaboration continued during the programme’s delivery, with different parts of the business learning from each other with the add-on benefit of overcoming existing clichés and prejudices they had about each other.

We also invited those managers involved in the transformation process to the deliveries as ‘guest speakers’ to share background information,

to just use the face-to-face elements of the simulation to better address the learning objectives of our target group.

This change simulation is based on tried and tested theories, such as John Kotter’s change steps and Rick Maurer’s resistance levels, giving participants a common language with which to talk about what they were experiencing. However, the strength of this interactive approach (whether online, blended or face-to-face) is in helping participants reflect on their current attitude towards the on-going change and create awareness for the needs and attitudes of their key stakeholders (like their customers, team members, top management, works council, etc.). Building on this awareness, participants were able to discuss in peer coaching sessions, or as part of the simulation, alternative ways to communicate and collaborate with others and had the opportunity to define how they wanted to go forward.



dispense with rumours and actively combat any fears about the change. In line with the bottom-up nature of this transformation (and the uniqueness of such a change approach in our client’s history), we used an interactive change simulation as the overarching model for the programme’s delivery. The simulation, called [ACTEE®](#), can be adjusted to client needs and used online or in a blended approach but, in this case, we decided

We also turned the diversity of knowledge about agile methods of the participating groups to an advantage by working in design ‘mini-sprints’ where intermediary results were sporadically disrupted to create a need for quick adjustment by handing in changes or additional specifications to the task in hand. This helped participants to experience and understand what ‘being agile’ could mean, and also helped to clarify the changing role of managers in this modern world of work.

IN HINDSIGHT

Change is always multi-dimensional and many leaders particularly underestimate the human side to organisational change. To manage such a complex process, we at CLP suggest using a theory-based yet experience-led approach with the guidance of experienced facilitators, like the change simulation, to give leaders orientation and inspiration in how they drive their change.

For clients interested in virtual learning, we suggest combining the online change simulation with virtual peer group coaching sessions to support the transfer of insights into the business (for example, see details of our **Mastering Change – Virtual** [here](#)). Whether face-to-face or virtually, we can co-create with our clients a highly interactive, hands-on change leadership programme that gets people on board and makes change stick.



I hope you found this case study helpful.

Yours,

Dr. Werner Graf

Senior trainer at CLP

CLP's ADDED VALUE

How these programmes have evolved to fit the changing needs of the client organisation and individual learners shows the value of customising both content and learning methods to suit each unique business environment. Although we at CLP are in a position to deliver high-quality leadership development in virtual learning environments, we support our client in their wish to maintain certain face-to-face elements as cornerstones for personal exchange and networking and see the learning blend as one more factor in

customising content to suit our client's needs. While some might feel that design iteration is a sign of not "understanding" learning needs at the beginning, being close to the client's business and continually adapting development programmes as needs arise pays out enormously in being able to give leaders the learning support they need, in a format they require, and at the time they can implement it. And that is at the heart of our approach to learning and development.



In the spirit of the iterative nature of these top leadership development programmes, we continue today to redesign and prototype versions of both learning solutions, adapting them continuously to the changing needs of our client and their business.

If you're interested in how CLP can adapt leadership development solutions to your needs, whatever the blend of face-to-face or virtual, we'll be happy to hear from you!

> CONTACT CLP