

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

- 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
- 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



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 <u>ACTEE®</u>, 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.



Peer discussions about the transfer of these agile methods to the specific organisations of the participants and how this could help to improve efficiency created a high level of energy and participation. This practical approach particularly gave those "change tired" leaders a new impulse to work on the transformation with their teams.

Far away from "theory" or "classroom learning", this was all about leaders conducting hands-on planning to prepare for the real-life challenge of organisational change and the understandable myriad of human reactions to the direction our client was moving in.

THE RESULTS -

Our programme was designed as a series of 1.5-day face-to-face workshops for groups of 20 to complement the top-down communication of the transformation process. To cement the unique nature of the change, workshops were run, in parallel, in all the major regional centres of the client's German organisation from Bremen to Munich and from Bonn to Leipzig, with other locations like Hannover, Karlsruhe, Nuremberg, Dusseldorf or Berlin in between. In all, an experienced CLP team of German native speakers delivered 55 workshops over a period of 10 months to 1000+ participants.

The success of the programme as a support of the organisational transformation was well documented by the internal evaluations carried out by the LD team of our client. The vast majority pointed out the huge advantages of having mixed groups, practical advice from peers

and the opportunity to talk openly with a member of the transformation team. An additional benefit of inviting managers from the transformation team as guest speakers was that they themselves were able to receive invaluable feedback about how the transformation was being perceived and the day-to-day problems of its progress, as well as suggestions for improvement from the front line of those implementing the change which were fed back into the work of the transformation project team.

In particular, we at CLP were delighted to hear about requests from team leaders who could not make it to any of the published workshop dates, but were interested in participating. Even when the programme was officially over, many leaders wanted to experience it based on the strong reputation that the workshop had built for itself within the company of being helpful in driving the organisational change at team level.

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