

Change Management Event

Allegra Consulting
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Change management in a global company, global world

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Change

What does 'culture' mean in relation to change management

- Depending on the organisations structure, global organisations are very hierarchical, in particular if it is a matrix organisation:
 - Global Hierarchy: Global Head Office, Cross Functional Programs, Global Functional Business Lines, Regional Office, Regional Business Lines, Sub-regional Office, Sub-region business lines, Country level, function level, operational team, *operator = target*
- What is an organisation:
 - hierarchy, organisational structure and reporting lines, governance bodies, values, market share, corporate identity, language, competency development programs, induction program, internal/external communications
- What is culture:
 - system, kinship, political structure, governing body, religion, mythology, family set up, social structure, economy, language, history, identity, education, belief systems

How can we approach change in a global company in cross cultural environments

- Alignment
- Focus/prioritisation
- Pain points/prioritisation
- Impact/business, cultural

How can we approach change in a global company in cross cultural environments

- Future state/ Critical Prerequisites
- Roles & Responsibilities
- Stakeholders and Communications

Regardless of which culture there are 3 important rules

1. Rule one: you cannot make people change, they have to want to change
2. Rule two: business change is only successful when it is owned and driven by the business.
3. Rule three: long term change is only possible when process ownership and competency maintenance for the tool/way of working is embedded in the line organisation

Case Study – India

Situation

- Job: India Change Manager, real job: make sure we go live
- Issues: project team had failed and had lost confidence
- Business had lost confidence
- Go live was critical for global company success
- Local project team was dysfunctional
- Global/local interworking was dysfunctional – project had bad reputation
- Project leadership had lost focus
- Team was way behind schedules and milestone deliverables
- Lot of face saving and ass covering was in practice at all levels – blame game was on
- Lot had been done lost sight of it all
- Go Live was critical to company GLOBALLY – EB had lost confidence

Case Study – India

Approach

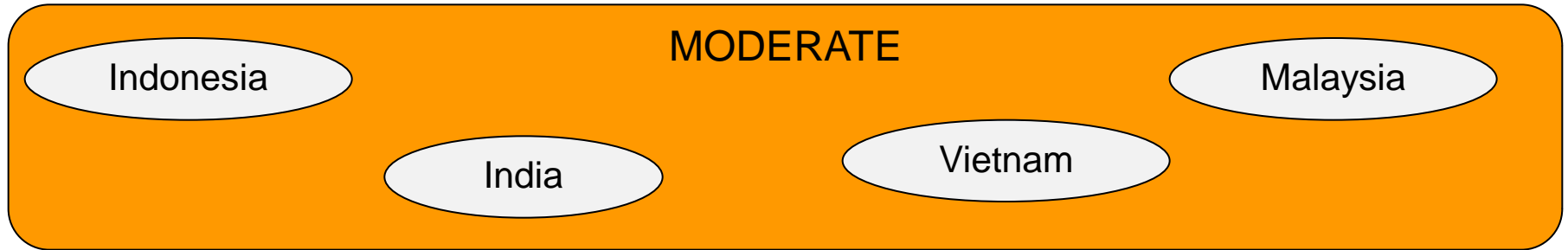
- Interviewed and talked to team – local and global, project and business – concluded – too much silo thinking, poor communication to business, too democratic in the approach, not enough discipline, not enough leadership being demonstrated, not enough follow up and prioritisation, not focus on end goal, focus on problem not solution – complacency toward go live
- 2 pronged change strategy – business and project team
 - Project/Program strategy around – building a high performing team, bringing in best of resources, creating a standard to aim for, setting crystal clear communications around criticality of go live and expectations of performance, coach individuals to performance standards, join them face to face in their meetings with business, coached and monitored focus groups on red flags
 - Business strategy: new Go Live comms campaign tailored to each unit-strengthening business working relationships – open and honest communications around delays, increase level of activity between project and business, clear expectation setting, – used global EB to do this

Key learnings

1. Change in other cultures is first and foremost about what the organisation is trying to achieve, and secondly about tailoring change to the cultural group you are working with
2. Be practical in applying change and in other cultures take a real hands on approach – meet face to face, assess their pain points,
3. Try to find out what you don't know – it matters
4. Done deliver change, lead change, inspire others to change
5. Get the business to take ownership and drive the change by aligning to local customer and markets and ways of working
6. Set up a local infrastructure and empower them to maintain
7. Be realistic, compromise
8. Learn to do business virtually, learn to hop cultural gaps, learn how to cope with travel and illness

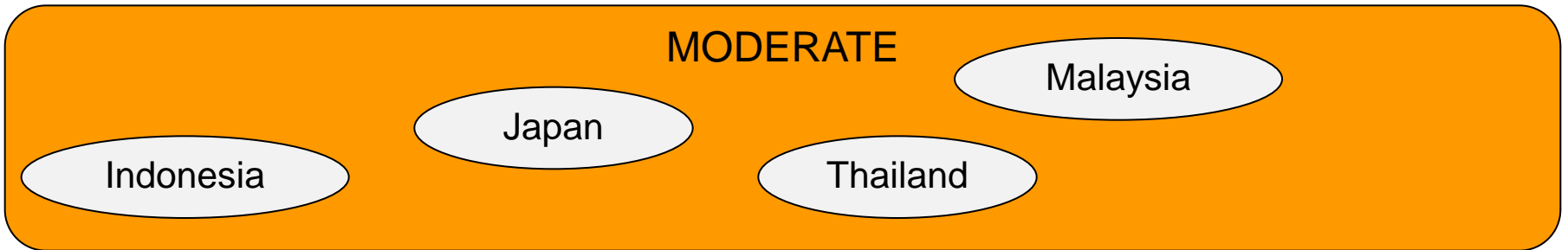
Cultural comparisons

Easiest to work with



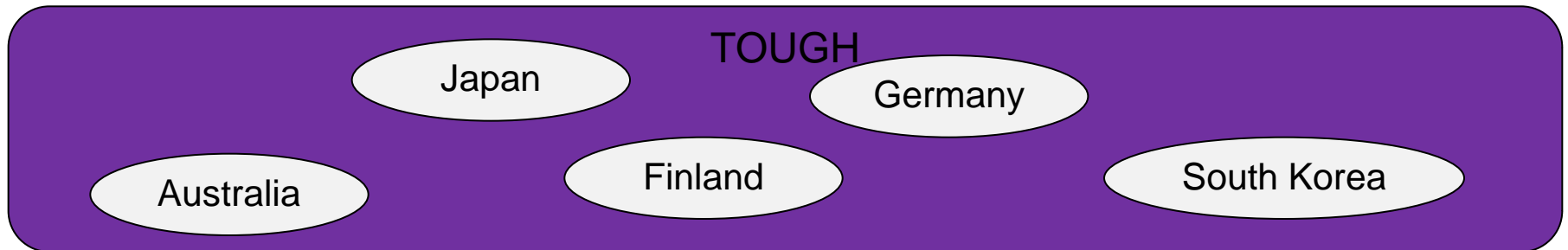
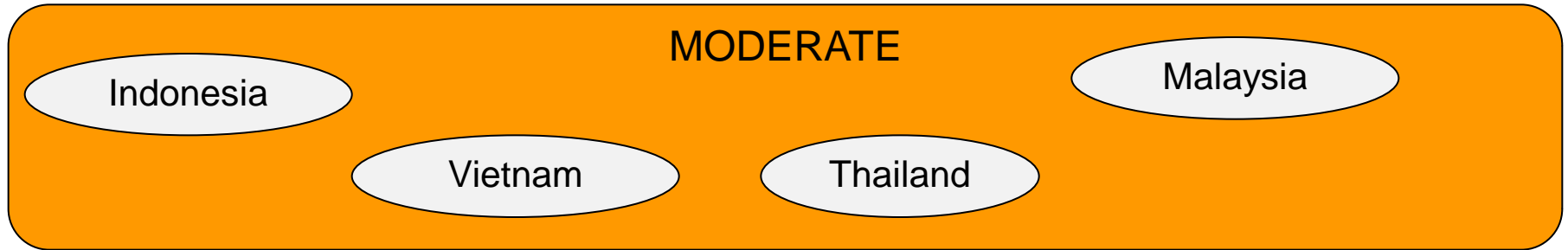
Cultural comparisons

Easiest to do business with



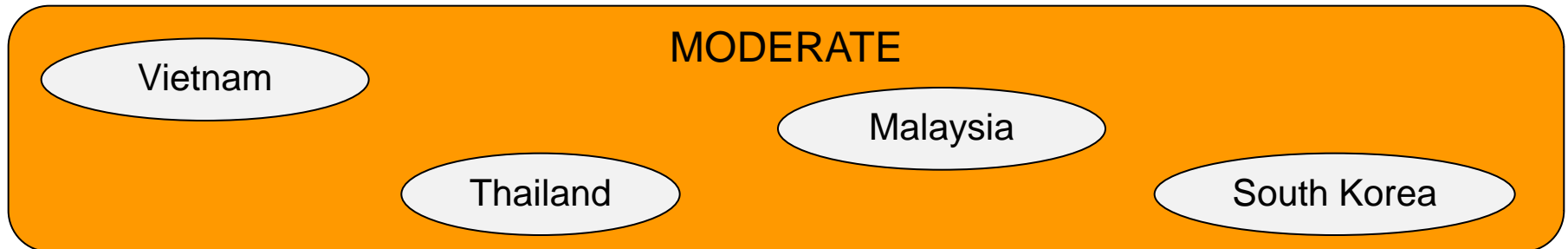
Cultural comparisons

Friendliest and happiest groups to work with



Cultural comparisons

Easy to get around in logistically and least challenging physical environment



Cultural comparisons

Best hotels and service levels

