

## Case Study: Managing Structural, Process & Culture Change on a Global Scale

### Background

As part of a long-term partnership we worked with our client to develop and facilitate a three-day Managed Change™ workshop programme designed to enable change agents and sponsors to implement lean manufacturing processes and principles into their local organisations. We worked with the European organisation as part of a global change programme led by the US.

Workshop programmes were delivered over a period of two years across multiple European locations. Sometimes groups were made up of change agents from different plants, on other occasions we worked with whole plant implementation teams comprising Plant Manager, change agents and shop floor operators.

The programme introduced participants to a framework for understanding change processes and provided a methodology and practical tools for mitigating the associated risks. The focus of the workshops was application to live change issues rather than exploration at a theoretical level.

### Benefits

The common change framework enabled project members working in different locations, from different professional backgrounds and with different languages and cultures to communicate more effectively with each other than would otherwise have been possible.

One senior change agent reported that he hadn't come across an approach that was so effective at creating the conditions needed to sustain major change. He valued the approach in particular because it:

- Helped provide focus for disparate teams engaged in a single change programme
- Helped define and develop roles and responsibilities among key stakeholders
- Created opportunities to influence entrenched culture and shift mindset.