

Case Study: Transitioning to a Transformational Function

Background

Our client's European HR organisation was engaged in the process of changing from a transactional to a transformational function. As part of the change programme we were responsible for developing and facilitating a series of 2 day Managed Change™ workshops for HR professionals in all parts, and at various levels, of the organisation.

The workshops played a key role during the early stages of the change with the dual objectives of helping HR professionals:

- Understand the change their own organisation was going through and the implications for their roles
- Develop change management competence to enable them to fulfil their new transformational roles more effectively.

The workshops were also used to gather real-time information about the change issues within the HR organisation. This information was fed back to senior HR managers on a regular basis equipping them to respond appropriately to current and emerging resistance, and to manage communications optimally.

Approximately 25 workshops were run over a period 2 years.

Outcomes

The common change framework enabled HR professionals working in different parts of the business and at different levels to make better sense of the change within their own functional organisation. In addition, it provided practical tools to enable them to quickly identify points of leverage within their client organisations and play a more influential, and transformational, role than they had previously been able to.

One participant described the workshop as "without a doubt the most aligned and impacting course" he had been on.