

CASE STUDY

CASE STUDY

FTSE 250 COMPANY

(GLOBAL TARGET OPERATING MODEL TRANSFORMATION)

TRIUMPHA

CASE STUDY FTSE 250 COMPANY

(GLOBAL TARGET OPERATING MODEL TRANSFORMATION)

Triumpha was engaged to help create and implement an effective and agile organisation for a FTSE 250 company. The company needed to move from a regional structure to a functional global structure. They were falling behind competitors who had completed structural transformation and were already operating globally. In comparison to their competitors the company's operating costs were too high and they needed to accelerate growth.

STRATEGY Triumpha deployed a 2-phase approach for organisational transformation.

Phase 1, involved advising and hands-on support on how to implement the high level organisation design for the Executive Committee (ExCo) reporting into the CEO and launch the new Executive team.

In phase 2, Triumpha continued as the ExCo's team coach, helped them to define new leadership standards, built change leadership capability and led the implementation of the organisation wide restructuring.

PHASE 1

Design and implementation of the high level operating model

During this phase Andrea Adams (MD of Triumpha) acted as the transformation advisor to the CEO, Chief People Officer and the Chief Financial Officer of the FTSE company. This team of three, together with the main board, were the only people 'in the know' as the proposed changes impacted members of the existing executive team.

Triumpha worked behind the scenes for circa two months choreographing the transition to and announcement of, the new leadership team including:

Pre-announcement communications planning

Exits and new appointments of CEO direct reports

Design and facilitation of the launch workshop for the new ExCo

After the announcement, Triumpha worked for the following twelve months as the team coach for the ExCo helping them to accelerate their development into a high performing team.

Triumpha also helped the core team (CEO, CPO & CFO) to define the high level programme structure, workstreams, resource requirements and costs to deliver phase two of the programme. Once this was agreed a full time Programme Director was appointed to lead phase Two with Triumpha providing constant support and expertise.

PHASE 2

Transition to the detailed organisation design

Phase 2 was split into three distinct work streams.

1. Leading Change

Triumpha designed and rolled out a leading change & transition workshop to increase the capability, and confidence of key change leaders. The organisation chose to involve over 120 people in the design of its new target operating model and selected 8 change leaders that directly reported to the executive team to lead the implementation of the new designs.

Each of the 120 change agents attended the workshop, and the 8 change leaders also participated in action learning groups. These learning sessions helped the change leaders improve their leadership effectiveness, strengthened the group's problem solving capability and the quality of solutions produced.

2. Leadership Standards

Sponsored by the ExCo, Triumpha led the development of new global leadership and cultural standards. The bespoke standards described the leadership behaviours needed for organisational success. More than 10% of the workforce took part in creating the standards which ensured they were written in everyday language rather than 'management speak.'

3. People Change

In the third workstream, Triumpha shaped and coordinated the implementation of the global detailed organisation designs for 8 functions across 19 countries. This involved leading the collective consultation process with elected employee representatives and the provision of a 'people change' toolkit and capability up skill for each global implementation team which de-risked their plan and took these key employees step-by-step from design through implementation.

Once the designs were implemented, an after action learning review was held to generate and capture the learning from the "people change" phase of the transformation programme. The aim was to enhance the organisation's execution and change capabilities for the future. Given the critical role the HR team played in the implementation process, an additional after action review was held with the global HR team.

BENEFITS AND RESULTS

The organisation wide change programme delivered the following:

The new global organisation design drove efficiency and increased effectiveness for the business.

Generated cost savings, allowing the company to re-invest in enhanced growth-driving capabilities.

The company benefited from economies of scale and the sharing of best practices, all while maintaining local support for customers.

*Greater ability to execute business strategy and drive profitable growth.
Better sharing of expertise and resources around the world.*

But don't just take our word for it. Hear from the Programme Executive Sponsor on the benefits of the transformation programme

“Andrea helped us turn the concept for our new operating model into reality, and learn how to transform our business with a particular focus on the people aspects of change.

We changed from a regional organisation to a global functional organisation. This included a very large collective consultation process and changing a significant proportion of the roles and staff in the organisation.

One of the great strengths Andrea brings is her rare ability to combine operational pragmatism and cutting edge thought leadership (across a wide range of organisational and behavioural topics). She provided concepts which allowed us to consider the direction that we were going in, whilst making sure that these ideas were also grounded by her understanding of us as leaders, our business and her extensive operational experience. She helped us to decide how we could pragmatically tackle the challenges we faced.

On a personal level Andrea provided a tremendous amount of support to me; she engaged and worked with us to develop a process which worked for us, and then guiding us through the legal, organisational and behavioral complexities of implementation to deliver our desired outcome...”

LEADERSHIP STANDARDS

“The process we went through to create our leadership standards whilst it was very rigorous and very thorough was also very pragmatic. We engaged a wide community within the organisation and produced a leadership standard that everybody could believe in. Andrea worked hard to ensure that the standards became a living document that made our ideal skill and behaviors accessible to the whole organisation. It was a great piece of work.”

SET TEAM COACHING & DEVELOPMENT

“The team coaching that Andrea provided to our senior executive team was a tremendously useful part of our transformation programme. The coaching allowed us to reflect on ourselves and consider the actions we could take to become an even more effective team. Andrea acted as a mirror to our behaviours and how we could work better together, which when you are forming a new team is obviously really useful.”

To learn more about how Triumpha helps organisations create positive transformation, or if you would like to connect with the Triumpha team, please visit our site at WWW.TRIUMPHA.COM. or feel free to give us a call at +44 (0) 161 818 4728.