



ENGAGING STAKEHOLDER “HEARTS & MINDS”

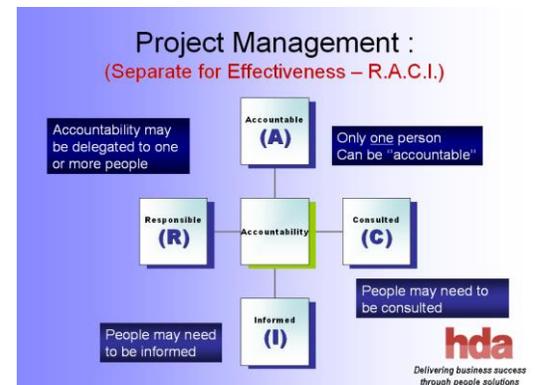
For A Divisional Restructuring Journey

HDA Support Managerial Group Facilitation To Drive Key Restructuring Project

Background

A strategic decision to restructure an entire division, comprising four subsidiary companies based at three sales/distribution/technical service facilities. Operational plans were in place to physically relocate two sites to a third existing site, while the fourth site would be restructured as a lean manufacturing “best in class” operation with a proportion of its capacity shifted offshore. 9 months were allocated in which to affect the restructuring, with focus on the following objectives:

1. Achieve target net operational savings pa, in addition to headcount savings
2. Do not lose existing business as a consequence of consolidation
3. Minimise losses of key managers and employees
4. Achieve operational synergies
5. Restructure asap, subject to budget approval and planning permission
6. Ensure facilities and office/laboratory design support a seamless process, and provide additional consideration for potential acquisitions
7. Outsource where sensible



HDA utilised R.A.C.I approach to managing the divisional restructuring & development.

Solution – Powerful Group Facilitation Process

HDA brought together the entire divisional executive team (40 directors & managers), in a powerful group facilitation process to engage “hearts and minds” around the “best in class” project, generate areas of agreement / disagreement around how key objectives of the project would be achieved. Sessions comprised:

- Group facilitation & break-outs
- Managed analysis of concerns, constraints and risks allowing for natural movement towards broad project planning structures – including organisational and personal interests and objectives
- Focus on ‘how’ team would arrive at project structures and objectives & ‘what’ team would put into action to ensure process ‘buy in’ despite any misgivings with organisational strategy
- R.A.C.I. approach to managing organisational restructuring projects, process concluded with identifying eight key project streams, (operations, internal communication, HR, facilities, etc.) together with project owners and cross functional support teams.

On-going Execution Support

HDA then worked closely with selected teams and with the Executive Committee to move people-related project plans along, including playing devil's advocate on a number of key issues related to the business's culture, e.g. the business had a history of incentivising people with financial incentives in the first instance, vs focusing on role management/growth, career development, internal communication, as a strategy for ensuring key skills retention and team motivation.

Results

Participants reported:

- Being very satisfied with the HDA-facilitated process during which key issues for the organisation were agreed in an open and non-threatening environment, and during which clear project plan frameworks were quickly arrived at by the team
- Trusting the organisation, despite continued misgivings in cases about "what's in it for me in the future?" once the business is consolidated
- Having a clear view of expectations for themselves and their teams
- Having appreciated the opportunity to come together as a team to agree issues and actions with senior colleagues whom many had never met before, but with whom they would need to work more closely in the future

Benefits for Human Resource Director

- Sounding board to discuss and overcome internal challenges
- External expertise offering 'just in time' best in class insight and fresh perspective
- Additional resource to 'fast-track' deliverables
- Reduced 'stretching effect' of balancing strategy with execution
- HR department recognition – for a job well done

Benefits for the Company

- Delivered divisional restructuring on time, within budget