



## ENGAGING STAKEHOLDER “HEARTS & MINDS”

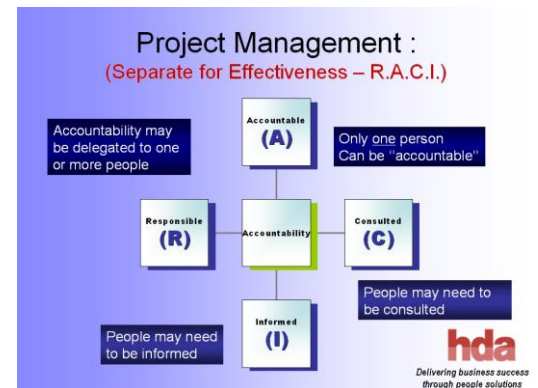
For A Divisional Restructuring Journey

### 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