

Coaching and supporting managers to implement change
The project lasted 3 months (November 2008 - January 2009)

GIVEN SITUATION

- The company for which we have done this project is a very well known multinational, with subsidiaries worldwide. Starting the LeanOrga project in Romania was aimed to reorganize its activity to better serve the customers and the business. The aim was to change and adapt the working style and the organization of the subsidiary in Romania: this one had to be aligned with the global LeanOrga principles so that a sustainable profitability can be achieved.
- Due to the complexity and importance of this project a mixed team was created, consisting of 2 consultants of Perspective Group and 2 international consultants from behalf of the client- they were involved both at the group level and locally.

PERSPECTIVE GROUP'S APPROACH

- Agreeing together with the local management team and the international consultants the best ways to put into practice the strategy established in order to obtain the desired results.
- As any complex transformation process, once we initiated the actions we paid a lot of attention to noticing the reactions of the ones involved, of their objections and also to other situations that arose – we found solutions on the spot to solve these problems.
- Creating the messages, the ways and the right moments for the internal communication throughout the project; we made the internal communicates.
- Identifying pro / cons positions adopted by key people/managers in regard to the change process;
- Establishing a good relationship between the coach and every person - that permitted the creation of an appropriate framework for an open communication, collaboration and results orientation;
- Assessment of each manager in terms of competencies and identification of the differences between what is required and what actually exists, to support the change process;
- Communicating the steps that will follow into this process through group and individual discussions (dissemination of the message built with the top-management, to the middle-management and team leaders in the process of communication);
- Individual coaching sessions with a common structure, but customized depending on the profile and the needs of each manager;
- Permanent support throughout the process of identification, acceptance and development of strengths; at the same time, selecting the appropriate methods

- to bring to an acceptable level the limitation area on the personal and professional profile of these managers, so as to visibly increase the chances of obtaining the expected performance;
- Measurement of the central aspects as indicators for the successful completion of the period of transition and change (reaching the measurable goals that were set initially, the attitude of the people who benefited from the coaching program, the impact on the teams and the organization, etc.).

RESULTS

- The results obtained during the coaching period were marked by the resolution of the blurs and fears followed by the mobilization for successful implementation of change.
- The managers who participated in the process of coaching and were initially skeptical turned into co-interested, cooperative and promoters of change.
- The managers have understood what is expected from them both from the top management and the subordinates, how they can implement the company's strategy and which their areas of development are so that to provide in turn their necessary support.
- The managers have successfully disseminated the information about change to the subordinates; they have made timely and effective evaluations of their team members and offered personalized feedback to the employees.
- The managers participated to the creation of individual development plans so that each employee to be able to perform as his/his best, according to the new Job Description.

