

**Identifying development and training needs, support and consultancy in achieving the development and training plan of the talents – LEAN ORGA Project**

*This represents just a stage of a complex project and it lasted 1 month (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 a consultant of Perspective Group and an international consultant from behalf of the client, involved both at the group level and locally.

**PERSPECTIVE GROUP'S APPROACH**

- Agreeing together with the management team and the international consultant on the company's objectives (which are the characteristics of the present situation versus the changes that took place, development plans on short, medium and long term) and on the specific development needs of the employees.
- 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.
- Establishing or/and revising the general competences of the job for each employee.
- Evaluating the employees: identifying their skills, their transferable knowledge, identifying the development areas for each employee in agreement with the new chart.
- Self-assessment – each employee.
- Employee evaluation by the direct management based on the established competences.
- Identifying the discrepancies between the 2 types of evaluation (self-assessment and direct management evaluation) aimed at achieving a common evaluation to be compared with the evaluation made by the consultant from Perspective.
- Assisting and mediating the superior-subordinate discussions (especially in difficult situations where the differences were noticeable).
- One-to-one final meetings between the consultants from Perspective and each division manager – to analyze and discuss the evaluations made by the

- consultants from Perspective and each manager so that the differences could be harmonized – the main aim of the meetings was to complete a final evaluation and establish a personalized development plan so that each employee be able to successfully accomplish the tasks.
- Coaching/mentoring the management to establish the most appropriate means of transmitting the feedback and implementing the individual development plan.
  - Analysis and selection of the proper training programs and proposal of options:
    - In house training – made by an authorized trainer
    - Training on the job made by the management or the specialist
    - External training made at the headquarters

## RESULTS

- Prioritizing the training programs – based on the individual needs of each employee and on the company's development objectives, so that the entire learning and development process be efficient both for the organization and the employee and the desired objectives to be reached.
- Selection and recommendation of the most suitable training programs available locally and at the group level as well.
- Cutting costs (by improving the working methods and restricting the activity to what is really necessary in organization (to be “lean”).
- Gaining new competences following the training and coaching sessions.
- The level of employees' satisfaction and motivation increased due to the fact that the company invested in them.
- Generation of new ideas due to the fact that the employees were allowed to express themselves freely.
- Internal communication improved, people feel they can talk freely and openly because they got to know each other better.
- People's trust and their implication in the company's activities increased considerably due to the company's transparent communication of the actual situation and future plans.
- We kept in touch with the client and we shall measure together the effect that each training had on the employees' performance, based on the objectives initially established.

