

## **Organizational Consultancy- LEAN ORGA project**

*The project has been done during 4 months (October 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.
- We have done the Impact Analysis for the Romanian organization (the analysis of the impact of the changes from the organization and of the changes from Job Descriptions upon each employee: the new role of the employee and the new processed, the impact on the collaboration with the clients and the partners, on the sales, and what must be done in order to rapidly harmonize the situation). We collaborated closely with the GM and the International Consultants.
- Creating the transition plan.
- The consultants of Perspective held individual interviews with all the employees.
- The evaluation of the employees: identifying the abilities, the transferable knowledge, identifying the development areas for each employee, all according with the new chart.
- Identifying the competences that were missing and making the individual and collective training plan, according to the objectives LeanOrga.
- Selecting and recommending the most efficient types of training available locally or at a group level.

- Adapting the global Job Descriptions to the situation and organization from Romania, defining the final Job Descriptions.
- The coaching of the Board members in which concerns the steps to do in order to smoothly manage the changes in their teams and correctly inform the people regarding the changes that were taking place.
- Each employee was announced about the changes by the direct manager, with the support of the consultants.
- One on one meetings with the consultants of Perspective and each division manager in order to analyze and discuss the evaluations done by the consultants of Perspective and by each manager and to harmonize the differences- they had as objective making a final evaluation and establishing and individual development plan so that each employee may be able to do his/her tasks from the new Job Description very well.
- The consultants of Perspective offered support to the managers in order to successfully put into practice day by day the objectives from the transition plan.
- Consultancy to the top management regarding the possibilities of professional development or change/rotation of the job for some of the employees.
- Provide feedback to all the evaluated employees.

## RESULTS

- Increase the efficiency (the consultants of Perspective were in charge with the redistribution of some of the functions to the employees in order to: improve the sales performance, develop the image of the brand and increase the satisfaction of the clients).
- Reduce costs (by improving the working methods and reducing the organization to what is really needed ("lean" organization)).
- The transformation of some activities – this was calling for new knowledge and skills.
- The elimination of some activities (especially those with no added value).
- The introduction of new activities in the daily agenda of the employees.
- Each of the employees had the opportunity to identify the development/training needs through the evaluation: afterwards they participated to training and development customized programs. Here they are some of the changes:
  - most of the positions were maintained (nobody was fired), only the direct reports changed;
  - the positions were maintained but with geographical mobility;
  - some of the functions transformed, this aspect requesting new knowledge and abilities;
  - some functions were eliminated or other new were redistributed.