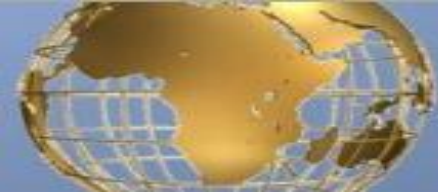




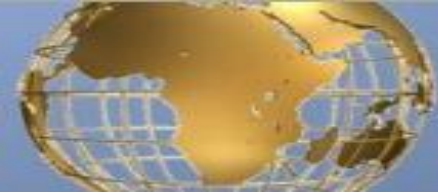
# IT & Services Company in a growing phase

Case Study



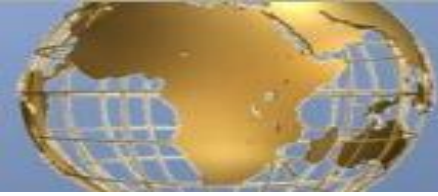
# Status Quo - Snapshot

- Change Triggers:
  - 3 newly established foreign subsidiaries
  - Merger with a software house
- Company und Corporate culture:
  - 8 years in IT & Services Industry
  - 220 employees, offices in FR, US, UK, IT
  - Flat organization, direct access to decision makers, strong stimulation of own initiative, empowering
  - The Team: young, diverse, very dynamic, creative and innovative but chaotic
  - Growing too fast, too many changes at the same time



# Objectives

- Standardization and efficiency increase
  - Adaptation and optimization of the consulting project process and methodology and int'l roll-out
  - Introduction of new Project management and time-management systems
  - Introduction of a new Technology
  - Introduction of global project reporting, project controlling, project escalation mechanism
  - Adaptation of the Consulting organization
  - Redefining the interfaces to other departments, communication strategy
  - (.....)

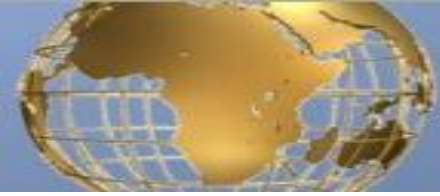


# Implementation

- Visualised the problem
- Created urgency
- Formed a Steering Committee and workgroups, strong line support
- Cleared the vision of the desired future state (offsite retreat)
- Acquired commitment
- Maintain speed
- Implementation Manager (Change Agent): anyone who possess enough knowledge and power to guide and facilitate the change effort < - > „waste bin” for operational tasks
  - Tasks: Communication, coordination, facilitation, monitoring, 24/7 availability, ownership
  - Personality: neutral, trustworthy, nice and friendly, assertive?



*\* Extract from Leading Change, Kotter*



# Implementation

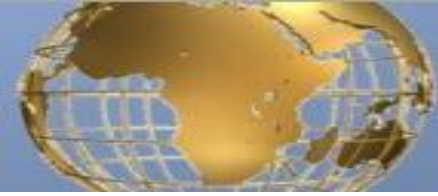
- The biggest challenges:
  - Taking out resources from daily operations
  - Collecting data
  - Not invented here
  - Cultural differences
  - Global Thinking and creating synergies: we are all in the same boat
  - Politics

## Resistance

- Saving face
- Fear of unknown
- breaking routines

## Reducing the restraining forces

- Communication
- Training
- Employee involvement
- Stress management



# Results and Lessons Learned

- Transparency and better project controlling
- Rollout of the new effort/cost calculator
- Increased efficiency
- Employees buy-in, kept employee's satisfaction
- Reduced the information loss at interfaces
- Refreezing: organisation's system and structures are aligned with the desired behaviours
- Sustainability: support and reinforce the new way of doing things – Project Portfolio and Project Audits
- Conclusion: Be ready for a surprise!