

Global ICT department of a large international bank (HQ The Netherlands)

Leading Complex Change

HIGHLIGHTS

OBJECTIVES

Reorganization of a new System Development Department (1.200 employees). Part of the blue print implementation of a new Global ICT organization.

ACTIVITIES

- Senior Leadership Alignment workshops
- Setting up integration strategy and execution plan
- 'Strategy Execution Road Map' workshops with level n-I management
- Coaching of leadership & task forces during the roll out
- Customized Culture Change Program for employees to anchor new processes, team work, and behavior
- Program management during the whole program
- Post implementation support (team & leadership coaching)

RESULTS

- Strong leadership team, clear focus on direction and results
- New organization and teams fully operational within 6 months
- CMMI level 2 performance standards reached within 12 months
- Commitment for continuous improvement of cross-departmental processes and collaboration

MORE INFORMATION

HRS Business Transformation Services • Global Consultancy • Brussels (B) • Managing Partner: Aad Boot • aad.boot@gmail.com • Partner: Hanneke Siebelink • hanneke.siebelink@gmail.com • Website: www.leadershipwatch-aadboot.com •

After years of continuous growth the client experienced increasing difficulties in meeting the expectations of its offices and the shifting needs of customers worldwide. A more agile and responsive ICT organization was required. The board decided to integrate the existing highly fragmented operations structure (different cultures, locations, strategies) into one organization that would cover all aspects of the ICT domain under one new management. The management team was newly appointed and consisted of external and internal members who did not know each other. HRS was contacted by the newly appointed Executive Vice-President to assist him and his management team with the reorganization and integration process.

HRS performed an Organizational Quick Scan Analysis and came to the following key challenges:

- Transform the management team from a group of individuals into a true leadership team
- Create engagement and ownership among line management
- Build a new culture that stimulates cross-departmental teamwork and process focus

The first part of our work focused on the senior leadership team. By following an intensive Leadership Alignment Program the team increased its level of mutual trust, understanding and openness, created a clear focus on its priorities, and alignment on the execution plan. Now it was able to act as a leadership team and to have a consistent message to the organization. The success of being aligned created a boost of energy and commitment within the team.

In the second part the line management was involved. Via Strategy Execution Road Map Workshops the managers were invited to further complete the integration priorities together with the senior leadership

team. Outcome was a shared execution road map with 7 task forces, each covering one of the priorities. There now was a clear ownership and commitment among the management. Horizontal and vertical communication drastically improved. Employees recognized the change process and their role in it.

The third part was the roll out of the execution road map. HRS did the program management and acted as coach/facilitator of the senior leadership team, the task forces, line managers and their teams.

Together with the managers a customized Culture Change Program was developed and rolled out in the client's corporate academy. The program specifically aimed at developing desired leadership and cross-company collaboration skills, which allowed management and teams to boost strategy execution.



What participants said about working with us

Client Feedback

"I never believed we could make this progress in such a short period of time. Very exciting."

"We now are a real management team. There is much more openness and mutual trust. And it shows in the way we act as leaders. Our people experience it."

"It is really motivating to see us changing. We finally act as one IT department and not as independent kingdoms. We understand each others work much better. In fact, we operate much faster and more effective."