

Solution Overview

Building a Market Responsive Company through Organizational Change Management Capabilities

Business Need

In order to compete in today's continually changing environment while gaining efficiencies, companies have to retool, reassess, reposition and refit more often than they have in the past. Despite the profuse number of leadership and management books, companies continue to focus on the aspects of projects they can most likely control – process and technology. Many times the people aspect is left to work itself out and in many cases this impacts the ability for companies to operate at an optimal level in the days and weeks following an implementation. The good news is leaders, after experiencing less than positive results when implementing changes, have begun to focus on transitioning employees.

Recent studies, as well as experience with our clients, have indicated that companies are building internal organizations to staff and run the organizational change management aspect of projects. This movement to build internal capacity is to ensure employees are ready, able and willing to use new systems and processes, and can be productive at the onset of initiatives. In some cases, organizations have invested resources, time and money into building the change capabilities of their managers, Human Resource and Organization Development partners, while in other cases they have also created a Change Management Office. However, just like a process or systems implementation, the ability to transition employees to successfully adopt change takes time, resources, tools and planning.

An effective organizational change organization is able to focus on the 4 different aspects of change management:

1. Organizational Design
2. Organizational Readiness
3. Effective Communication
4. Strategic Learning

An effective organization is also given the time, resources and executive support to deliver all the above aspects without additional resistance from the organization. Without an effective change organization, the resources allocated to this effort can be perceived as an overhead cost rather than a strategic, value-added organization.

As a business decides to design, staff and deploy the organizational change department, it will need to ensure the following criteria are met:

- Executives and managers understand the purpose of the organization and support the organization's activities
- The organizational structure supports the strategic needs of the business
- A methodology exists to deploy effective change techniques
- Employees are properly trained in change techniques
- Employees continue to build skills and proficiency in change work

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Due to the increase in demand by our clients to help them build an internal capability, Hitachi Consulting has successfully developed and delivered a solution for establishing an internal organizational change capability within a client's existing organizational structure.”



Value Delivered

Over the last fifteen years, Hitachi Consulting has worked with clients to transition employees through large-scale system and process implementations. Hitachi Consulting uses a well developed and tested methodology to deliver the transition. The differentiator is our OCM methodology, which identifies and minimizes the “people issues” and risks associated with the implementation of system, process, and organizational transformation. We have employed our methodology with numerous large and mid-market companies in multiple industries. We have also, in some cases, helped clients develop their own internal change capabilities.

Due to the increase in demand by our clients to help them build an internal capability, Hitachi Consulting has successfully developed and delivered a solution for establishing an internal organizational change capability within a client’s existing organizational structure. Whether Hitachi Consulting helps you restructure a current organizational change group or develop a turnkey organizational change group, we have a thorough process of matching the needs of the business to the appropriate organizational change management structure.

Our Approach

Depending on the needs of our clients, we have a four-step approach that helps organizations develop internal organizational change proficiency.

Step 1: Organizational Change Capability Assessment

We conduct an assessment, using an Organizational Change Capability Model, to thoroughly understand the business needs of our clients for creating an internal change management organization. The model is based on five levels of organizational change capability, ranging from ad-hoc OCM resources selected to perform activities for a set duration to a full scale organizational change management group. After the assessment, we can tailor the structure and methodology to best fit the needs of our clients. The agreed upon capability level will drive the process for implementing the organizational design and methodology.

Step 2: Organizational Design

If a change management office does not currently exist, or the plans have not been developed, we will work with our clients to determine how their office should be structured. The process may include aligning the office with the strategic direction of the company, suggesting an organizational structure and writing job descriptions. Once the office is staffed, the training can begin.

Step 3: Methodology Training

We deploy our organizational change practitioners to teach selected individuals how to become proficient in implementing change within their organizations. Training strategies will be tailored for the organization. Typical offerings include intense programs for change professionals within the organization, summary level executive training, line manager training as well as those specific to individuals.

Step 4: Ongoing Support

In order to make change stick, we know organizations are more successful if they are provided continuous support. The support can take many different forms, such as:

- Coaching for VPs and Directors to ensure the tools and activities are being applied in the most effective way
- Training for new employees or refresher training for existing employees
- Training on new tools and activities

About Hitachi Consulting Corporation

As Hitachi, Ltd.'s (NYSE: HIT) global consulting company, Hitachi Consulting is a recognized leader in delivering proven business and IT solutions to Global 2000 companies. With a balanced view of strategy, people, process and technology, we work with companies to understand their unique business needs, and to develop and implement practical business strategies and technology solutions.

Hitachi Consulting's client base includes nearly 25 percent of the Global 100 and many leading mid-market companies. From business strategy development through application deployment, we help clients quickly realize measurable business value and achieve sustainable ROI.

Hitachi Consulting –Building the Market Responsive Company®

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