Improving business performance

Significant improvements in business results are normally driven by successful organisational change. Poorly managed change programs rarely deliver good results, but well executed programs deliver benefits that can be worth £millions.

The need to change arises from positive moves to grow or address new markets, or can be driven by external issues such as changes in markets, new technology or new competition. Regardless of the driver change is always a big challenge, often coming at a time when handling a project is difficult. Changes impact people as well as the business so personal impacts have to be well thought through for successful implementations.

Well implemented changes can have huge business benefits, but change managed badly, or not at all, can take years to recover from. Quality of work is affected, morale suffers, and the business requirements for improved performance are simply not realised. All of which is bad news for the bottom line. Most organisations do find change management a challenge. Successful change needs more than initial enthusiasm, it requires:

- Unity and a sense of shared purpose
- Clear communication on the benefit of change - to those impacted and in language they understand
- A clear vision and a plan of how to get there
- Clear expectations of all involved
- It must be able to handle complexity
- People to internalise the change and be clear about their part in making it success
- To develop new ways of working

Our approach
Our style is to work facilitatively with clients, to transfer to them the practical skills needed to sustain improvements. We always focus on measurable, ideally financial, targets as the key driver.

We help clients to look at the operation as a whole system of inter-related processes, activities and systems whilst recognising that businesses are a human system network where people are the key to successful transformation.

Typically our approach takes the form of a number of task team activities at all levels of the organisation through which we work with the people directly affected to:

- Face up to and address the new goals and what it means for them
- Enable them to work-out the new processes and systems needed to deliver the new goals
- Say farewell to the past without losing what was good about it and build the new team spirit
- Recognise and engage the human dimensions and positive emotions
Change management can apply to any size or shape of problem, but for significant organisational improvements we can bring our own approach, following our i2i change model.

i2i works through 3 stages (3 ‘i’s);
- Investigate - understanding the opportunity to improve
- Implement - enacting the change through projects
- Integrate - sustaining the change

and with 3 levels of the organisation;
- Senior management - building leadership and ensuring strategic alignment
- Front line staff - delivering transformation projects
- Middle management - developing the organisational capability

Typical applications of organisational change include introducing a new management system, new technologies, manufacturing improvement projects, restructuring etc.

Benefits
Successful change programmes deliver;
- Effective change that delivers business benefits worth £Ms
- Benefits without capital expenditure
- The human and business dimensions of change
- Enhance organisational capability

Why ABB
- Our experience of success - working with large organisations with an average ROI of 7:1
- Combination of expertise in change management, people development, leadership and engineering
- The transfer of skills to our customers to promote sustainability
- Our facilitative approach driven by the needs of the problem, not force fitting a pre-defined solution
- Track record of successful improvement in operational environment
- Adopting a proven process rather than reinventing the wheel

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ABB Consulting provides technical and engineering services to improve performance in the areas of compliance, operations and engineering to customers in the chemical, petrochemical, oil & gas, power, pharmaceuticals, metals and consumer industries worldwide.

i2i© - Change management - theory into reality

Investigate
Building the alliance for change

We analyse:
- The data
- The business practices
- The operational environment

Performance Practices

The outputs are:
- Targets
- Priority action areas
- Ownership
- Communication process

Implement
Facilitating change with your experts

Build Leadership Alignment

Management Team

Clear strategy
Aligned leadership

Leadership Team

Steering Group

Work on Transformation Projects

IT 1

IT 2

IT 3

IT 4

IT 5

IT n

On-going Results

Other regular and ad-hoc improvement activities

Create Organisational Capability

Key: IT = Improvement Team

Integrate
Improvement as a way of life

Outcomes
3 streams working together to deliver

Increased Business Performance

Increased Output

Safety, OEE & Output Improvements

SS & Visible Workplace

Data Driven Management

Fully Competent Workforce

Management through Team Culture

Strategic Direction Maintained

Performance Practices

The outputs are:
• Targets
• Priority action areas
• Ownership
• Communication process

Middle management equipping the organisation
- Creating awareness
- Linking policy to practice

Continuing development of people & organisation
- Policy deployment
- Early local issue resolution

Key: IT = Improvement Team