

# CASE STUDY

## Leading Organization Change and Renewal

**Problem:** A highly successful company could see the threat posed by a triple challenge on the horizon, namely the change to its business model imposed by technological advances, a changing consumer, and the cyclical nature of its business. The CEO wanted to change the business model and organization culture before this triple threat created a crisis for the company and its shareholders.

**Approach:** We began by facilitating a dialogue with the senior leadership team regarding the future direction of the company and the need for change. Once focus was created, we worked with the senior team on a common model for organizational alignment and then a common change model with which to engage the organization. We assisted the leadership team launch the initial steps, and then facilitated broader based organizational teams until enough distributed leadership had been developed to handle the remainder of the activities internally. We continue to serve as thinking partners and coaches for members of the leadership as they ensure that the change is institutionalized into their culture.

**Results:** The organization has significantly changed its structure and allocation of resources, allowing for lowered processing costs and shortened customer wait times. There has been an increase in internal growth and development opportunities as new business processes and systems for overcoming obstacles have been developed and embraced

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