

MAJOR NORTH AMERICAN ENERGY PROVIDER

CLIENT RESULTS — BUILDING ORGANISATIONAL CAPABILITY TO DELIVER BUSINESS CRITICAL CHANGES

The Challenge

Over the last 3 years, this energy provider has been investing in the delivery of a number of major change initiatives and critical projects. This programme of work was designed to enhance its innovativeness and speed in an increasingly competitive North American market, whilst maintaining its reputation for the highest level of customer service and service delivery.

The executive management team recognised that, it's *their depth of experience and knowledge of people* that continues to be a major source of competitive advantage and has afforded them the size and reach to help their business customers make informed intelligent decisions that support their bottom line.

This energy provider was regularly recognised for its comprehensive and continued approach to training and developing employees.

Results: Business Benefits

The energy provider points to business results from the investment in PCI, including:

1. Standardisation and synergising of management /directors /vice presidents and their people to work together to achieve business results through change
2. Return on investment within a 6 month period by using a cost effective "train-the-trainer" option to make key change implementation skills and tools available across the management population
3. Improved project planning through a better understanding and measurement of the people side of change
4. Accelerated implementation of key process improvement / innovation and acquisition projects that facilitate growth.

Partnering with Changefirst

Against this backdrop, this energy provider was keen that, over this critical period of change, they develop and utilise their own people to plan and deliver this important programme of work. Further there were three main concerns:

- How to measure change success?
- The inconsistent way in which changes are being planned and delivered.
- The danger of creating an overload situation, where the demand for change exceeds the capacity to deliver.

Therefore, in Quarter 2 of 2005, the executive team asked Changefirst to work with them to build their internal capability to deliver business changes. In particular to:

- Train key change champions in key strategic functions in the use of the *PCI® Application.
- Changefirst also prepared these change champions as Master PCI Trainers, so that they could train operations managers and their staff in the use of a core set of the tools and processes contained in the Application
- Finally, Changefirst worked with the executive team to develop their understanding in sponsoring change and advocating change implementation skills development.

***PCI® (People-Centred Implementation) is a disciplined process and a robust set of tools to transform how people behave and operate in an organisation.**