



Organizational Change Management

Project Overview

A multi-billion dollar client's mining division made significant improvements in its aftermarket parts integration process, and sought help from CGN Global (CGN) to develop training materials and a "simulated work environment" exercise to provide hands-on training for mining executives and the parts conversion team. The content covered the planning cycle, supplier collaboration, capacity planning, data quality and engineering. CGN worked from completed parts integration data to create example data sets and "real world" examples for simulations.

CGN led the training team (composed of process leads for the areas listed) through the first two workshops, then transitioned responsibility to the training team for the remaining workshops.

Business Objectives

CGN's objectives were to support change management with a communication presentation adaptable to executive and product manager levels. Furthermore we were tasked with creating interactive and experiential training methods that would teach the new parts integration process. Finally, CGN conducted the first two training sessions and transitioned these sessions and responsibilities to company leaders.

Business Challenges

CGN faced multiple challenges related to development timelines for technology, alignment of process leads to the overall strategy, and gaps discovered in the integration process as training was being developed.

CGN's Approach

CGN development process involved the following methods to create effective training and a simulated work environment exercise:

- Utilizing proven change management principles, CGN designed a two day learning experience to describe, educate, build skills, and enhance support for the process change
- The team assembled and reviewed all information available for the new process, consulting with process leads
- Gaps were identified and CGN facilitated discussion and resolution during planning meetings
- Materials were revised as the process development continued
- Further efforts focused on preparing the client's team for future exercises

Results & Conclusions

- CGN's presentation has been utilized at multiple levels throughout the company
- The workshops, using visual, tangible work flow demonstration, real world examples, and exercises created an interactive learning experience
- 10 learning objectives were identified for the training workshops. 98% of responses agreed that these objectives had been met and participants understood their roles
- At the completion of the second workshop, the client's team had enough confidence to conduct the remaining workshops without CGN support

Our Expertise

The Problem Solving methodology we use at CGN is a proven approach toward improving operational performance regardless of the underlying causes of the problem or the solution(s) needed. Most organizational problems have an unnoticed ripple effect across the company – affecting operations, the end product and eventually customer satisfaction. Our 20+ years of Problem Solving experience enables us to quickly and accurately identify key problems, detect the causes at the most foundational level, and provide/implement solutions to improve overall organizational effectiveness.

CGN Global's Problem Solving Service is based upon four fundamental constructs that must fit within any problem solving process. These constructs have been defined and forged through years of practical experience and thought leadership:

- Problem Definition
- Fault Isolation
- Root Cause Analysis
- Corrective Action and Error Proofing

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