

Living the value proposition in resource constrained environment

Situation

- Many changes to the way a division operated had been made due to a changing external environment and internal corporate direction
- A new leader and leadership team had been appointed to navigate this change
- Other divisions had expectations of how this division would perform
- Employees were uncertain about their roles and their interactions with others

Action

- Collected data by interviewing the executive team and the divisional leadership team. Conducted focus groups with managers and employees
- Constructed a value proposition with the leadership team and identified key issues and strategies
- Facilitated the development of action plans with an extended leadership team
- Supported implementation by communication, tracking and reinforcement mechanisms

Result

- The division were clearer about their goals and had plans for how to get there.
- Mechanisms for tracking and communicating results were established creating a more transparent organisation and a belief by all stakeholders that the value that the division brought was being lived