

Change management study

Global telecommunications company in more than 100 countries

Global roll out in 90 days, reaching 540 participants, across 11 regions.

The project

Due to substantial market forces and changes in company strategy, this organization was in the midst of significant change, including shifts in investment strategies, major reorganizations and layoffs. These changes affected its business lines, functions and regions globally.

Given the scope of the initiative and anticipated difficulties with the needed changes, the company was challenged with how to keep leaders, managers and employees focused and productive. Specifically, the company wanted to support line managers by providing skills to minimize the disruption of change so that the company could move through the change curve faster and with stronger success.

Key objectives

The challenge was to develop and roll out a program tailored to managers worldwide in a very short time frame while major organizational changes were in process. The key objectives of the program were:

- Lead the restructure
- Deal with conflict
- Focus the team

The solution was development of a custom program delivered via five teleconference classes so that program delivery could be scaled very quickly, worldwide and while minimizing cost. The aim of the program was to introduce new neuroscience-based skills and models that complemented existing corporate leadership programs.

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Key outcomes and findings

96%
of participants

agree that they are now well-equipped to:

- Drive accountability and discipline in their area of the organization
- Have conversations with their team that motivate them to take action
- Manage their emotions when having challenging conversations

Significant face-to-face training cost savings were reaped with the company training more than 540 senior leaders and managers in a virtual environment. The key outcomes and findings of this program can be organized into three areas:

- Participants experience of the program itself
- Program effectiveness in delivering on the key objectives, as judged by the participants
- Measurement which illustrates the impact on the direct reports of the program participants

The participants reported a high level of approval of the program, 79% were satisfied with the Focused Manager training program and 80% report the program as helpful and useful and 82% would recommend the program to other managers in their company.



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When reviewing the program effectiveness in delivering the key objectives of leading the restructure, dealing with conflict and focusing the team substantial results were achieved. 96% of participants agreed that they are well-equipped to lead the restructuring, as it applies to their team and 96% agreed that they are well equipped to deal with conflict in their team with 93% reporting that they are well-equipped to focus their team on the organization's new direction.

An impressive 98% of participants agreed that they are well-equipped to have conversations with their team that help them to deal with change in the workplace.

The participant's direct reports also reported significant impacts from their managers' attendance on the program. 87% of direct reports agreed that their manager effectively manages their emotions when having challenging conversations. 86% agree that their manager seems able to drive accountability and discipline in their area and 85% confirm their manager seems able to effectively focus the team on the company's new direction.

About the intervention

The client created a strong core team to work closely with NeuroLeadership Group (NLG) project designers and project manager. This group created a custom designed intervention, developed in a six-week period in order to meet aggressive timeline of client.

To achieve the timeframes and global roll out requirements, five client trainers completed NLG's train the trainer process and these combined with 24 NLG trainers formed the training team. This group delivered programs in China, India, Latin America, Middle East, North America, Africa, Europe, and Asia ensuring 540 managers were trained in just under 90 days.

The program was delivered via five teleconference classes (1.5 hours each) in groups of 20–25 participants and utilized the best practices approach of the NLG's HIVE (High Impact Virtual Experience) program. The client developed a tailored web portal so that program materials could be easily accessed by participants. NLG provided tools to measure the impact of the program after the training was completed.

Feedback from leaders and managers who participated in the training:

"Overall program was very informative, after going through the exercise, reading material and focused mind videos by Dr. David Rock I learned the new dimension to understand from other's perspective and how to manage individual going through the change. I learned new concepts, handling hard and harder conversations with the team, dealing with the change for self and handling the team through the change effectively."

"Overall personally it has benefited me to regulate my emotions."

"It was very informative and helpful in understanding our actions and reactions to change."

"Tools are quite helpful to experienced leaders as well to take a systematic approach to deal with challenges."

"Well conducted good program. Useful in understanding our mind and changing our behaviors from within."

"New very effective approach in dealing with changes."

"Great program with learnings I will apply for myself, in business and private."