

Turn-Around: from 10 years of Losses to Profit in Two Years.



A series of acquisitions during a 10 year period resulted in uncertainty, mistrust, conflict, poor quality, inefficiency, management arrogance, toxicity, dissatisfied customers ... and more, for a traditional company developing and manufacturing large complex industrial machinery. A new Director was appointed with the brief to turn around the business, which was by now, a Business Unit of a global corporation. I was engaged as a Consultant to work together with new Director to initiate and implement a wide-ranging Culture Change.

People: Business Unit Director, Management Team, Employees in sites located in 4 countries, Workers Councils.

How we succeeded

From the moment I met with the new director and a few members of the management team, it was clear that the only chance of success was to take a holistic approach to the challenge and gain the support of the whole workforce. This required getting everybody behind not just a new strategy, but new ways of working. Attitudes needed to change. New people were needed in senior positions. Establishing trust with the workers council was essential.

The process was initially slow. Established senior managers were reluctant to change and on occasion, attempted to sabotage the professional approach to service design, project management we were trying to introduce. They had to go ... and were replaced by more dynamic and positive experts. Using strength based approaches to focus activities and attitudes, the new Management Team aligned, committed to implementing the significant changes, which they actually did. Costs resulting from inefficiency reduced significantly and for the first time in many years, the size of the workforce increased as new orders came in.

Result

This was Culture Change.

Following 10 years of uncertainty, conflict and significant losses, the Business Unit began to show a profit just two years after the start of the modernisation process.