



Key
Organizational
Strategies

*Enabling Our Clients to Achieve
Sustainable Change*

Project Highlights

Change Management Framework for Acquisition & Integration in High Tech

Developed a repeatable and scalable change management strategy and framework that supports multiple types of acquisitions and integrations. The framework includes leadership alignment, customer migration, channel partners migration, go to market, employee on boarding, processes, facilities and tool migration. Worked closely with the head of corporate development and integration as well as senior leaders in both the acquiring and acquired companies. Framework continues to be used and has supported the integration of more than \$25 billion in deals and has on boarded more than 17,000 employees.

Design and Implementation of Senior Leadership Model in Healthcare

Facilitated the design and development of the leadership structure and role to enable greater growth and operational excellence within the various healthcare service lines. Worked with a multi-discipline team to design the role and leadership structure as well as the implementation approach to test the veracity of the leadership model. Implementation plan included key activities to ensure stakeholder engagement and sustainable change and impact of the role on the overall performance of the hospital. Upon completion of initial testing the model will be implemented across ~160 hospitals.

Organizational Evaluation & Training in Healthcare Company

Conducted workplace behavioural evaluations at a nationally recognized 839-bed general medical and surgical facility with focus on the emergency, operating and intensive care departments and all personnel working in these units. Worked closely with hospital administrators and senior physicians to develop and deliver training across all departments that would drive effective team interaction and build a more productive work environment.

Change Management Lead for Multiple Acquisitions & Integrations

Led the day to day change management efforts on several acquisitions ranging from small tech and talent buys to larger platform deals. Executed the change management strategy and framework which included working with all functional leads in both the acquiring and target companies as well as working closely with channel partners and top-level customers. Key actions included: leadership coaching, targeted communication, employee engagement, learning and development, legal entity transition, process and tool transition and several other activities.

Redesign Management Structure in Cross border Acquisition

Led the work to determine the potential management structures that might be applied when an Australian based chemicals company acquired a US based chemical company. Worked closely with senior leadership to ensure that the potential structures would enable the expected benefits of the acquisition while at the same time preserving key organizational capabilities that had promoted their current success. Helped the senior leadership understand how their daily operations and leadership requirements were going to change as they moved from regional-focused operations to global-focused.

Global Training Alignment in Consumer Retail Company

Led the work to define and design a worldwide training, learning and development organization to support employee development in ~120 countries with 7 regional training centers. The work focused on setting core standards, leadership structures, processes, roles, competencies as well certification and funding models for the training centers. Engaged senior leadership across the globe to ensure the design was grounded in the needs of the business and would ultimately enable the stores and their employees to perform their jobs more effectively.

Organizational & Leadership Assessment in Consumer Retail Company

Led an organizational assessment and implemented key changes in the marketing department of a global consumer retail company. Worked closely with the Chief Marketing Officer to ensure sustainability of key organizational changes. Developed and implemented an assessment process that resulted in tangible leadership commitment to improve individual and organizational performance. Developed role profiles and adjusted the organizational structure to increase efficiency and flow of talent within the department. Created leadership development plans to improve both individual and team behaviour. Provided targeted behaviour based coaching to senior leaders to ensure sustainability of key changes.

Global Organizational Effectiveness in Consumer Retail

Led the organizational effectiveness work for a multi-million-dollar business change initiative in a global consumer retail company. This work included: global team effectiveness and engagement for a 700 person team located in 23 countries; team restructuring and transition every 6 to 8 months; identifying barriers to performance and developing relevant solutions; monitoring the health and motivation of the project team; and coaching senior executives and team members on the behaviours necessary to lead and contribute to the global initiative.

Conceptual Design for Global Learning Organization in High Tech

Facilitated the leadership team in developing the conceptual design of a decentralized learning organization (i.e., 40 disparate learning teams) to a more efficient structure. Worked with team to define the desired end-to-end learner experience and design criteria used to evaluate conceptual designs. Facilitated several virtual design sessions and subsequent evaluations sessions to reach the recommended design. Prepared the leadership team to take recommendation forward to the executive team.

Redesign Customer Experience in Telecommunications

Conducted an organizational analysis considering customer experience, leadership, process, people, and technology in a telecommunications company. Conducted interviews with employees and customers, redesigned the customer experience and the supporting processes, designed the organizational structure, designed and redesigned jobs, created organizational metrics, and identified technology solutions. Partnered with Human Resources to create competencies for the new jobs as well as assign compensation. Worked closely with senior leadership to ensure recommendations would support the overall organizational vision and strategy.

Advise Professional Services Firm in Practice Building

Worked closely with senior practice leaders to build their People & Change practice within the Australian market. Took leaders and team members through a process to understand the potential business opportunities and to determine the focus areas. Led the team through a development process to build out approaches and marketing collateral. Advised practice and firm leaders of their gaps in capabilities and provided potential actions for closing those gaps.

Strategic Change Management for System Implementation in Consumer Retail

Led and created the organizational change management strategies for a \$30 million global financial system implementation for a consumer retail company. Managed a core team of six (twenty at the peak of the project) focusing on business process changes, stakeholder readiness, coaching, training, and communication. Worked closely with senior executives to secure complete buy-in and support for the change strategies. Additionally, coached officers to ensure that their communication and actions supported the overall implementation.

Organizational Change Capability Model in High Tech

Designed and developed an organizational change capability model for a global electronics company. This included creating processes and tools for building capability and managing change. Such tools as better decision making, managing resistance, securing buy-in, and others were created. Additionally, designed a half-day session for senior leadership focusing on creating change management strategies.

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***Moving Your Business
Forward by Taking the Chaos
out of Change***