Champions for Change: Leadership Engagement

Change Management Case Study

crawfordgroup

Executive Summary

When this Global 100 company's brand organization needed to transform its team and culture, it turned to Crawford Group for a comprehensive strategy and engagement solution.

Customer Situation

This leading technology's brand organization had grown its scope, team, and impact over the course of 25 years as the business expanded at a rapid clip. Thirty-five percent of the organization had been in place for most of that time, leading 4 major brand transformations. While the business and the brand had transformed, the organization had remained largely unchanged. The organization wrestled with its identity and fusing two cultures, one entrenched in legacy and the other leaning into the future, into something greater.

Approach

Crawford Group worked with the brand leadership team to identify existing challenges and the desired state outcomes to craft a tailored engagement solution. Some of their key issues included:

- Friction between factions
- Brand leaders were unprepared and unable to identify the changes that needed to be made, implement them, and create an accountability model
- Time to in-house developed brand outputs had slowed
- Organizational inefficiencies
- Employee disengagement

Once Crawford Group understood the complexity of the challenges, we set about to create the solution.

Solution

Crawford Group identified a strategic change management leader and assembled a session and graphic facilitator, as well as a small team of coaches to design, build, and execute a plan that would support the business goals:

- **Leadership assessment -** Determine the leader's style, strengths, growth areas, and perceptions
- **Leadership alignment -** Host multiple working sessions with leaders to create an ideal organizational structure, cultural guideposts, and ideate the visioning workshop
- **Leadership coaching -** Provide leadership and management coaching to the brand leadership team as part of the professional development and accountability management system
- **Cultural visioning workshop -** Design and conduct a two-day off-site workshop to engage employees in standing up the new organizational model, building camaraderie and trust, and further co-create, buy-in, and commit to new cultural vision and norms.
- **Accountability model -** Utilized company tools and processes to identify checkpoints to ensure aligned actions and adoption of new cultural norms.

Measures of Success

- Improved employee morale and engagement
- Increased leadership capabilities and confidence
- Increase of work intake and output from the brand team over the next 12 months
- Full adoption of new culture

See other Crawford Case Studies at https://crawfordgroup.com/success-stories/.