

# Engagement: Organizational Change Initiative

**Industry:** Manufacturing

**Client:** Fortune 100 Computer Hardware Manufacturer

**Role:** Director

**Leader:** Diana C.

Diana C., Global Director, oversaw philanthropic, government relations, and communication projects while directing numerous project teams at a Fortune 100 manufacturing company. The organization partnered with Kapur to offer tools for her team to apply more structure to their work. What began as a site team skills training and change effort expanded to impact all site teams in the US region.

Kapur delivered a tailored, solutions-driven approach and established project management and change methodologies to support the organization in delivering the greatest value. "From a management perspective, we were asking how to determine which projects to support and where to invest our time to build the right programs," says Diana. "We were doing a lot of work, but it wasn't being done in a timely way to capture all the benefits. People worked independently, not using the resources available to them. We wanted to move towards an environment with the expectation that people would collaborate."

Through a series of workshops and consulting engagements, Kapur introduced their PPA methodology, a solution for teams to clearly define goals, measurements, and strategies to deliver on their commitments. The processes facilitated clear expectations and introduced tools to change how employees addressed their project responsibilities. "Because we didn't have clear goals, we would redefine our successes. Measurable goals allowed me to hold employees accountable from a performance perspective. The accountability component was immensely important" says Diana. "We had so much success at the regional level it was identified to expand this work to all sites in the US."

This change initiative improved individual and team performance. Kapur delivered a foundation of lasting professional skills to support individuals during this growth. Employees were challenged to think differently, while learning to define clear outcomes at the project onset, execute projects more efficiently as a team and support their work with defensible project estimates. "It's a very different way of thinking" says Diana. "Once you have these skills you approach all business decisions with this frame of mind. Identifying opportunities for proper planning allowed us to work at a higher caliber and capture the intended value from the work being done."

Large and complex organizations can be slow to embrace change. Kapur's change management methodology and philosophy directed this process to aid the transition and provide highly relatable skills growth to meet our needs. "Kapur tailors their services to the needs of the client. This is not a one size fits all solution" says Diana.

**"They offer customized solutions and appreciate the nuances of individual organizations by really listening."** ■