

# Major high street retailer

## Change management programme

### Making the organisation fit for the future

#### 🔗 Beginnings:

Like many organisations during 2009, one of LINE's key clients, a leading high street retailer, had to lower its head-count in order to maintain a competitive edge during difficult times.

In doing so, they were concerned that productivity would dip and it would be difficult to engage employees around the new vision and strategy. LINE was brought in at the start of the consultation stage to design and deliver an organisation-wide culture change programme, working in parallel with internal teams and other specialist consultancies.



The heart of the culture change programme was to work on the 'emotional' side of the business. Emotional well-being, from the boardroom to the warehouse floor, was seen as crucial to keeping the day-to-day business on track during a time when extra discretionary effort was required to address declining sales. They also wanted to help those who were leaving to make a good exit, knowing that this would reflect well on the organisation, as well as giving their leaving staff a level of confidence about their own futures.

#### 🔗 The Challenge:

The project ran over a 10-month period and along the way a number of challenges meant that the solution had to be flexible and responsive to the constantly changing environment. LINE consultants worked closely with employees who were feeling high levels of emotional stress and unease about the security of their jobs. There was a real danger this could have led to a productivity dip, and low morale in the workplace. programme that fully engages the target audience and which is perceived as providing an entirely authentic learning experience. The collection of accurate stories which reflect both the culture of Tetra Pak and the requirements of the KAM learning programme ensured that the resulting e-learning accurately captured the unique relationships which exist between Tetra Pak and their global key accounts.

#### 🔗 What we did:

LINE helped to define the culture needed to support the organisation's new vision and strategy and stimulated it to take root in day-to-day business. The programme started with Leading Change workshops for senior managers to help them to understand the complexities of leading and managing change. These workshops helped equip managers to deal with difficult

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questions, and prepare them for the types of behaviour they might see as people responded in different ways to change. LINE created virtual private communities on the company's intranet where managers could share their experiences and challenges, and support each other.

The second phase of activity targeted all employees whose roles were at risk. LINE conducted one-day Transitions workshops and group coaching sessions in order to help them deal with the uncertainty and emotional turbulence, and to help them focus on their strengths. LINE received very encouraging feedback from delegates who felt transformed and enthusiastic after these sessions -

*"You would be daft not to take this opportunity. You control your future. Sign up for the next workshop now!"*

*"[The workshop gives you the opportunity to] take a deeper look at yourself, focus on your strengths and values that you can offer. An insight into looking at yourself differently."*

The purpose of the third phase, Team Energy, was to develop and support the new vision and strategy. LINE designed a seven-step toolkit with a facilitator's guide and workshop materials, and ran train-the-facilitator workshops for all managers worldwide so they could deliver Team Energy into their teams. Team Energy was designed to energise employees around the vision for the future, and to make sure that all teams in the organisation were aligned to it and crucially to experience the new culture of innovation which required different behaviours.

*"You created an open and honest environment with high levels of involvement, no taboos! We learnt valuable new techniques and awareness strategies. Your use of visuals made things much more engaging and memorable. I liked your flexible approach to our needs."*

Manager



**Can we help keep your staff motivated and productive in these times of change?**

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