

Improved planning process increasing accountability and focus

Situation

- A 500-people organisation had a complex planning process that used many tools.
- Reorganisations and changes had led to confusion about handoffs between different departments.
- Changes and initiatives never seemed to stick.
- Innovation and new ways of doing things were valued over follow through.

Action

- Assessed existing processes and tools.
- Interviewed and ran functional focus groups to identify strengths weaknesses and priorities for change.
- Designed and facilitated a solutions workshop for the leadership team to identify changes to the process.
- Worked with planning managers to coach them on how to implement change and work with sponsors for success.

Result

- Leadership team was engaged in the new process.
- Planning manager capabilities in change management were increased, two planning managers got promotions within the year.
- Focus was maintained on this initiative.
- Results one year later showed an increase or maintenance in each performance dimension of the planning process, with 35-60% increases in accountability and having a well-defined process.