
Ally Solutions Group Change and Innovation

A Case Study in Engagement

Critical to successful change is *engagement* - how do we provide a unique approach to getting people *emotionally invested* in the change? Effectively employing cutting-edge tools and techniques, including multi-media, social learning, and interactive communication vehicles, has proven to accelerate adoption. We have highly skilled graphic designers, video production and film makers, technical e-learning designers, marketing and communications gurus that help us strategically brand and internally market new initiatives. Our project branding at the leadership program level gives voice to the vision of your initiative. Implementation of vehicles is targeted for the specific audiences and reinforces the brand. Please review an example of our innovative project branding style:

A Fortune 100 Pharmaceutical firm was undergoing deep process change and global harmonization as a result of a government mandated Consent Decree. Their Global Quality and Global Supply chain organizations led the change program as a cross-functional, collaborative group.

The Project: We were engaged to develop and deliver a change and communication strategy to accelerate the adoption rate on the front line (including individual plants).

The Challenge: The nature of the Consent Decree required large workforce reductions and cost cutting measures, including salary freezes. Many of the colleagues did not have access to personal computers/emails in their day-to-day jobs. The challenges encountered were compounded by a failed attempt from an external vendor to deploy a newsletter as a communication vehicle prior to our appointment. The polished, high-gloss newsletter, which offered articles about the accomplishments of the change team and highlighted key directors and managers that were leaders in those changes, had a harmful impact on the audience. Instead of engaging the front line as champions of change, it was perceived as a wasteful “corporate” expenditure. The majority of front line plant workers felt that they were burdened with additional work, more complex processes to follow, and saw no reward or recognition for their effort.

The Solution: We implemented a suite of thought-provoking pieces that included videos, a newsletter, cafeteria/break-room tent cards, and posters. All were available electronically, but were designed foremost with the front line needs in mind. The difference was in the execution; everything was written from the point of view of the audience, with questions that ensured that the delivery of the desired messages were consistent across sites, but provided a personal connection with the other plant members. The process itself became a vehicle in deploying the communication plan and accelerating approval. We produced professional collateral but made the material extremely relevant by carefully selecting individuals to recognize across sites. Tent cards included site specific gains on accomplishments that acknowledged their coworkers efforts. Posters included faces of people they recognized around the lunch room. Communication feedback loop showed the front line that they has a voice and that their feedback played an important role in further development. Their sense of ownership of the improvement sustainability was palpable in our “Sustain the Gains” campaign.

The Result: Measurable and accelerated adoption of newly defined processes and ownership in business process modification plan to manage future changes.