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# Change Implementation

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## Organisational Change and Implementation Support for National Media Company

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### Challenge and Objectives

Our client was a government owned public broadcaster, working in multi-media channel communications.

With rapid technology development being seen as a key enabler to expand its reach and diversify its user experience, the structure, processes, systems and capability of the Technology Division needed to be reviewed to make it more efficient and adaptable and integrate effectively into the organisation.

To meet the needs of the business, the changes required a significant shift in structure, mindset, organisational approach and culture; these were ultimately reflected in the establishment of a new Technology Group, with four sections with two internal support units.

### How Generator Talent Helped

Given this was a major change impacting on a large proportion of the Technology Division's workforce, it was recognised that a careful change management process including an effective communication strategy, was key to effectively implementing the new operating model.

Generator Talent worked with the Director of Technology to redefine the structure, redesign the key processes and enabling systems and more clearly define the capabilities required. To ensure that the changes were effectively implemented rather than just installed, Generator Consulting worked with the internal project change team to develop a change management plan. The work was completed over a six month period, using a four phased approach, which is our 'reference model' in organisational consulting:

#### DISCOVER

We developed a deep understanding of the division in the context of the broader organisation; its strategic imperatives, existing structures, relevant documentation and stakeholders. We then worked with the key stakeholders including the Change Sponsor, the Change Leader (Director of Technology) and the Internal Change Project Team, to map key stakeholder networks, define the project's scope, milestones, outcomes, benefits and costs, identify change risks and develop a detailed blueprint of how the work would occur.

#### DESIGN

We facilitated workshops with key division leaders and their managers to define the details of the new organisation design. This involved developing structures, roles and responsibilities and reviewing key processes and systems. At the same time, we worked with the Internal Change Project Team to develop a supporting Change Plan addressing communication, engagement, rewards and learning needs, as well as working with organisation's HR specialists to develop the Operational HR Change Plan.

#### DELIVER

To deliver the project successfully, we worked with the Director of Technology and the Internal Change Project Team to monitor the delivery of the Change Plan and the Operational HR Change Plan. In support of this, we provided coaching to the Director of Technology to support the Change Team in the project.

#### SUSTAIN

To ensure the new organisational design was sustained and continued to be effective, we were engaged to work with the Internal Change Team to complete a change alignment assessment, develop a change alignment plan, assign owners and timelines to the plan and handover ownership of that plan.

### Results

The new high level structure was successfully implemented, appointments were made to key leadership roles, process changes and systems choices are clear. We put a clear plan in place to complete the design and implementation of new processes, workflows and key systems.

The client was then able to focus on building capability where required to support future organisational growth, and we continue to advise on some ongoing aspects related to organisation change.

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