

# Change Management Program for Consulting Firm

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## CLIENT SITUATION

A top consulting firm recently secured an outsourcing agreement to run the clinical data operations business for one of their large pharmaceutical clients. The consulting firm was tasked with bringing in offshore resources and restructuring the entire clinical data operations group. The existing workforce was made up of legacy employees from the pharmaceutical company and new hires from the consulting firm. Functional roles within the entire organization were impacted by the transition into the new operation. This restructuring required a significant organizational design and change management effort to ensure that employees had the right skills, were assigned to the appropriate roles and were also made aware of career development opportunities.

Applied Intelligence Consulting was contacted to lead an organizational design and change management program to help strategically resource onshore and offshore employees to meet the business needs of the new organization.

## SOLUTION

Working with senior leadership, our consultant delivered the following solutions to this consulting firm:

### Organizational Design

Defined skills and roles needed for business success:

- Developed an organizational structure for both offshore and onshore resources
- Established of a cross functional focus group that collaborated to define both key skills and career paths needed for each of the seven new roles
- Presented skill requirement and career path findings to the leadership team
- Worked with human resources to refine job descriptions
- Drafted a communication and action plan to inform employees of new job descriptions and career paths

### Manage and Execute Change

Helped employees identify their own skills and professional career goals through a variety of events:

- Educated employees on available roles, career paths and skills needed by organizing an internal career fair

- Provided workshops to employees on the following topics: *Identifying Transferable Skills, Professional Career Goals, Managing your Career*
- Brought in guest speakers from other business units within the consulting firm to talk about career opportunities
- Developed a guide for managers to use with employees during career planning discussions on topics such as: *Leading Change, Careers within the Consulting Firm, Retention*

Aligned employee professional career goals with target state business needs:

- Created a *Development Planning Toolkit* for employees to increase awareness of internal and external vehicles for career development (e.g. training, mentoring, special interest groups networking, etc.).
- Engaged employees to participate in the continuous improvement of business processes and use of business technology
- Solicited periodic informal and formal feedback on effectiveness of change plan from both managers and employees and modified program deliverables to meet the needs of the organization

## VALUE CREATED

Our consultant was able to:

- Strategically resource onshore and offshore employees to meet the business needs of the new organization, while growing their skills, behaviors and actions for individual and long-term business success.
- Effectively and continuously communicate changes associated with the transition to all affected employees.

The transition took place over two phases, and by the end of the program, seven new business roles were established and employees were able to successfully transition into new roles that were in alignment with both the business resource needs as well as their own professional career goals.

## About Applied Intelligence Consulting

We help clients imagine, create and implement more efficient systems to improve their business operations, processes and people. We help clients think strategically about how their business is operating, how employees are performing and ultimately how customers are responding. We objectively help our clients identify and prioritize opportunities for operational efficiency and partner with them to define, document and implement an operational plan, key business processes and employee training programs. A well-defined business system results in greater customer value, more efficient resource utilization, higher quality products and services, accelerated time to market and a strengthened bottom line.