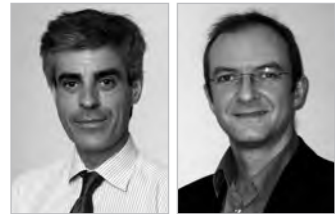


# How to be No.1 on the GRID

All thoughts must be distilled into action and action that brings results.

# Every member of the team must be prepared for what's around the corner.



Driving operational performance at a GRIDS Corporation isn't easy say Henri-Paul Missioux, Vice President Operations and Nicolas Pinglot, Principal Manager at Celerant Consulting France. You need a 7 point plan to get on the winning track.

Over the last few years, GRIDS Corporations have undergone dramatic change; opening up to competition, standardising working methods, slashing costs and trying to install a culture of Continuous Improvement. The huge geographical reach of these networks however, and the numerous sites required to cover their territories, have made the traditional routes to improving operational performance far more difficult. So managers with ambitious targets for their organisation have to go back to basics. To be successful, they have to motivate their operational teams and place them at the centre of a dynamic Change Programme.

### Sustainable change needs high ambition

To be No.1 on the GRID, organisations need to move forward on 3 distinct fronts:

- Orientating the management towards a culture of Continuous Improvement.
- Managing all aspects of change and its consequences within the organisation.
- Achieving significant and sustainable operational and financial improvements in a short time-frame.

This can only be achieved if change is driven by high ambition - and that means tackling potential obstacles like inertia, tensions between Head Office and the regions, and resistance to a performance culture head on. The key is to get everyone involved in the organisation's ambition.

Time and again across the globe, Celerant Consulting have demonstrated that to really succeed, major Change Programmes must identify new potential in the field, strengthen the links between corporate strategy, management requirements and operations, recognise the contribution of different support functions, and most importantly, change the working habits of every individual.

### Successful outcomes need daily buy-in

The most complex challenge that faces any organisation is to engage employees in the implementation of the strategies decided upon by the company management. Imposing solutions, even the most costly, rarely works. Celerant Consulting has therefore developed a specific response; a robust, pragmatic approach to performance improvement that combines both the technical and the human aspects, so that, positioned at the heart of our approach, employees will voluntarily contribute to accelerating change throughout their organisation.

### The Magnificent 7

Celerant Consulting has developed 7 key success factors for performance improvement in GRIDS Corporations:

#### 1. Embed the Project Team in the regions

Our Project Teams are always deployed in the field, very close to local management. To motivate the teams in place, our experts have the advantage of multi-disciplinary expertise, in particular

management control, information systems, engineering and communications. In addition, they can rely on a coordinated approach through weekly training sessions, strict guidance and the regular certification of their skills.

#### 2. Set up a direct link with the field

Leaders and managers often find it difficult to grasp the reality of the operational performance of their teams and the value creation processes, because numerous filters can distort the gap between them and the field. To remedy this, our consultants spend as much time as possible out in the field where direct observation enables them to place operational aspects at the very centre of their thought processes, and therefore validate the changes undertaken.

#### 3. Place local managers at the heart of the project

Successful change primarily depends on the 1st Level Leadership of the teams in the field. Local managers are normally well aware of the problems they encounter on a daily basis and can rapidly identify potential for improvement. Our project teams work closely with them to apply appropriate solutions and this two way collaboration enables significant results to be achieved quickly and limits any resistance to change.

#### 4. Achieve a global grasp of the overall functional operations of the corporation

An approach that's too partial or simplistic runs the risk of failing to solve the underlying



problems, the ones that severely restrict the functional operation of a Corporation. That's why a successful transformation requires comprehensive action on 3 levels:

- Organisational: Getting involved in the assignments, objectives and reporting lines.
- Management Systems: Integrating technical metrics (indicators, follow-ups, dashboards) and the human dimension leading to action (analysis, meetings, and planning sessions).
- Operational: Improving the processes for transformation and the creation of value by optimising the production phases for goods and services.

#### 5. Develop local solutions for a global vision

A GRID network is a complex and geographically dispersed organisation, so it's impossible to involve all managers in all subjects at the same time. Therefore a pilot unit has to be identified for each subject. This will enable existing practices to be identified and potential improvements within its scope to be highlighted. This pilot unit can also develop and test solutions in the field by involving recognised experts in the subject and formalising a benchmark for an organisationwide deployment.

#### 6. Identify best practice and involve the key players

Rolling out best practice within organisations enables the sign-up to a Continuous Improvement approach. This involves the performance meas-

urement of each situation and the factual assessment of what is and what's not working. Attention must also be paid to identifying the key players, the decision-makers, influencers and recognised experts within the organisation who will accelerate change if they have been appropriately involved.

#### 7. Embed the changes in the history of the corporation

The ambitions of management and the project team also play a crucial role in ensuring the success of a Change Programme. Communicating the continuous evolution of the Corporation enables the local managers and the experts who are the real drivers within the organisation to become even more motivated. The provision of training for managers in Continuous Improvement techniques and Performance Management must also form part of corporate operations. On its own, this will not be sufficient to obtain significant results, but it's absolutely essential to sustain the changes and increase future successes.

**'The first task for a leader is to specify exactly what type of improvement is expected.'**

For a presentation on Celerant Consulting's successful approach to implementing change in GRIDS Corporations and other businesses, call +33 (0) 1 56 69 54 89 or visit [celerantconsulting.com](http://celerantconsulting.com)

*For over 20 years, Celerant Consulting has delivered successful, sustainable change for world leading companies. Our expertise covers the entire spectrum of the Operations Management ecosystem, with a core focus on Performance Improvement and Behavioural Change Management. Every project is a strategic partnership where we get down on the ground to identify and analyse a Client's most significant business challenges, then work with them to drive up results. We implement customised solutions that capitalise on existing systems, processes and people - and deliver substantial benefits. We change business for good and over 90% of our Clients say they would work with us again.*

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