

Change Leadership Capability Delivers Project Results

This large aerospace defense contractor took on the challenge of developing internal change leadership capability. They brought together all their internal change-and project-related resources to learn a comprehensive approach to leading strategic change initiatives, integrate their services, and produce better solutions, stakeholder adoption and sustained project results. They developed highly skilled conscious change consultants.

BREAKTHROUGHS

Enterprise Change Leadership
Capability Development
Develop Conscious Change
Consultants

“Being First not only trained us in the Strategic Change Consulting approach, they gave us a consistent way to use advanced resources on high impact projects and a common methodology and set of tools and skills. We created a Strategic Change Center of Excellence to collectively raise the level of play, identity and contribution to the business across all our change-related resources.”

Director of Talent and Organization Capability,
Strategic Change Center of Excellence

Challenge

The leaders of a major defense contractor recognized they were not getting the rapid results they needed from their mission-critical change initiatives. The organization had established Project Management, Change Management, Organization Development, and Six Sigma functions, but collectively they were not able to deliver the outcomes the leaders desired. They worked independently and often competed with one

another. The head of talent development wanted to train all these resources in a common approach that would build on their unique areas of expertise while expanding their perspectives, change leadership capabilities and methods to accomplish their change goals. They contracted with Being First to build these practitioners into pragmatic conscious change consultants able to work well together.

Solution

In partnership with the heads of the existing change-support functions, we identified the priority projects that all practitioners were working on and secured a briefing of the current status and needs of the projects. We ran a series of change leadership trainings and working sessions to teach, apply, and advance the plans for these initiatives. We worked with the leaders of these functions to see how to integrate their trusted approaches with The Change Leader's Roadmap so everybody could find where their capabilities added the most value to the project work, and when in the change process they

were best used. This alleviated their concerns about being replaced or duplicated. All training and working sessions were directly project-applied, so every project advanced its plans. We stressed the importance of including the cultural and behavioral requirements within their original project scope and taught them how to address these issues more effectively. We also worked with the project sponsors to ensure they knew how and when to engage their change support resources in their projects for their highest and best use.



Results

- ▶ Improved the results on their major strategic change initiatives
- ▶ Aligned the Project Management, Change Management, Organization Development, and Six Sigma practitioners in how best to support the projects they were deployed on
- ▶ Built enterprise change leadership capability, thinking and tools to support the success of projects across the organization
- ▶ Created an ongoing Community of Practice to continue developing practitioners' change leadership skills and keep them working as a more unified team when on projects together
- ▶ Strengthened their skills and confidence in addressing the essential human dynamics in their projects from the beginning, which led to greater adoption and sustainment of results
- ▶ Built the understanding of project sponsors to know when and how to call on their resources for the best results

ABOUT BEING FIRST

Being First is a Breakthrough company, providing advanced expertise in personal and organizational transformation since 1988. We open leader's minds, develop their self-mastery and equip them with the advanced Conscious Change Leadership skills to transform themselves, their organizations, communities and cultures.

As Strategic Advisors to the C-Suite, we provide an integrated System of Transformation that builds transformational leadership capability by providing your leaders with the consulting, training and development, coaching, methodology, tools and assessments to perform optimally and Achieve Breakthrough.

For more information, BeingFirst.com or call us at +1 970.385.5100.