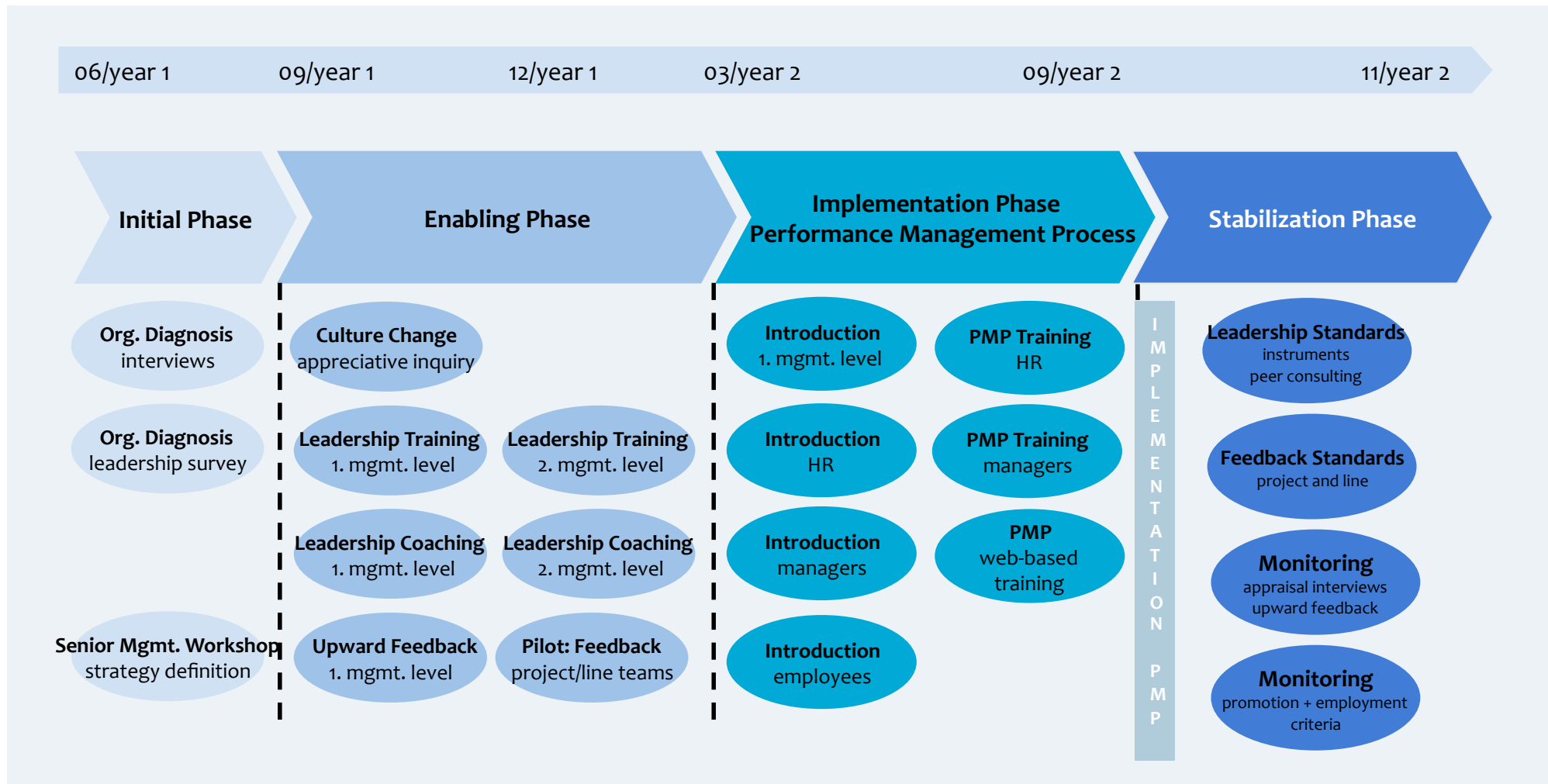


Project example: Change of leadership culture



Initial situation:	The recently implemented matrix organization of a corporate division (ca. 250 people) has created new requirements for project and line managers. Employees consider their superiors too weak. The core business of large-scale projects demands smooth decision-making processes between project and line management. Increased non-compliance costs require constructive error management and feedback processes between project and line.
Customer:	Division head
Goals:	<ul style="list-style-type: none">- Project and line managers agree on efficient staff allocation and establish suitable conditions for motivation.- Feedback is an accepted practice in operational project business and department meetings.- Managers receive regular feedback of their subordinates on their leadership behavior.
Approach:	<ol style="list-style-type: none"><u>1. Organizational diagnosis:</u> 45-min. interviews with employees and managers of project and line (ca. 25 people) and electronic “leadership barometer “ (employee survey)<u>2. Senior management workshop:</u> Strategy for leadership culture (12 members of senior management)<u>3. Culture change:</u> - Culture change workshop with focus groups<ul style="list-style-type: none">- Training leadership competencies and behavior- Implementation of corporate “performance management process”- Implementation of feedback processes in line and project- Personal consulting of division head
Volume:	85 man days
Time frame:	06/year 1– 11/year 2

Procedure of project



Key project elements

Leadership Competency

7-day leadership training for first and second level managers (35 mgr.)

- complex simulation games with individual feedback
- reflection of individual leadership behavior and motivation
- developing solutions for specific leadership situations by means of peer consulting
- definition of strategies for leadership and cooperation within the organization

Performance Management Process

Implementation of corporate leadership process

- introduction for managers and employees
- 1-day process training for a) 1. mgmt. level b) 2. mgmt. level (60 mgr.)
- implementation of PMP for all employees

Feedback Culture in operational teams

1-day feedback workshops in all project and line teams (18 workshops)

- role of feedback in project business, exercises for specific situations
- implementation of feedback instruments in operational project meetings
- strengthening of team building in large-scale projects

Upward Feedback

Implementation of employee feedback for direct superiors

- beginning with 1. management level in year 1, 2. management level in year 2

Leadership Barometer

Online-survey for all employees on leadership behavior of direct superiors + self-assessment of managers

- dates: 05/year 1; 01/year 2; 09/year 2