

Cultivating Willingness to Change

MGP Client Case Sharing: Organizational Effectiveness Solutions



About MGP



Committed to our clients' success, Mobley Group Pacific Ltd. (MGP) has used our years of industry experience and functional expertise to become one of the regions' most recognized management consulting firms.

About Organizational Effectiveness Solutions



- Organizational Culture and Effectiveness
- Drive Organizational Change through Culture and Leadership
- Management Due Diligence Under Change

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Organizational Challenge

Our client, one of the *leading specialty chemical companies* in the world, in facing increasingly stiff local competition, aimed to improve employee engagement in its business unit, to help achieve the company's ambitious China growth goal.

Customized Solution

To improve *employee engagement*, MGP created a multi-layered development program, helping facilitate more open dialogue between the China leadership team, mid-level managers, and general employees. During the process, the participants actively discussed challenges they felt the organization faced, and consensus-driven action plans were reached about how to address them.

MGP learned through holding focus groups that communication issues stemming from the organization's complex matrix structure, caution when facing changes, communication between China and headquarters that could be more effective, and feelings of not fully being heard all affected employees' levels of engagement.

A one day workshop was first held with the leadership team, where business challenges, accountability, and leadership styles were discussed. The leadership team created an action plan, both on the organizational level and personal level, committing to improve communication between both headquarters and other levels of the China organization, to sustain improvements, and to be more proactive locally. Next, workshops were held for the mid-level managers and general employees, where information and discussions from the leadership workshop was shared, and people had the opportunity to give their own take about what the organization was doing right and how it could improve. Both workshops also resulted in the creation of action plans. The process gave employees a *better sense of the organization's priorities*, helped *clarify expectations*, made them feel more like their input was heard and involvement, and gave them a renewed *sense of purpose and encouragement* in pushing to achieve the organization's goals.

The results of the mid-level management and general employee workshops were reported back to the China leadership team, giving the team a better idea of the 'pulse' of the organization. The leadership then did several months of coaching with MGP consultants, helping them to reflect on their individual leadership styles and to support them in dealing with the obstacles ahead.

Impact-driven Result

The program created a *visible change* in the organization, increasing the confidence and level of engagement of the local team. The China leadership committed to facing issues and discussing challenges head on, open and transparent communication was fostered between different levels of the organization, and people throughout the organization committed to driving for change, and employees felt more like their voices were being heard. Ultimately, the program showed that employees were committed to the client's future success, and now feeling more empowered, were energized to take on the increasingly intense competition and strive to reach the organization's ambitious growth goal.

Talent Management | Executive Coaching | Organizational Effectiveness

提升组织变革能动性

威埃励企业管理咨询客户案例分享：组织有效性实践



关于 MGP



威埃励企业管理咨询(MGP) 一直致力于帮助我们的客户企业取得成功。基于数十年的行业实践经验与稳固的专业知识，MGP 已然成为亚太地区最优秀的管理咨询公司之一。MGP 整合应用心理学、行为学、跨文化和商业等视角，通过针对企业高级管理者及其团队的人才测评与发展服务为企业提供专业且定制化的人才管理解决方案，帮助企业挖掘发展潜质。

关于组织有效性解决方案



- 组织文化有效性建设
- 领导力、文化与组织变革
- 变革环境下管理尽职调查

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组织挑战

作为全球领先的特种化工企业之一，我们的客户在中国面临着日益激烈的竞争。客户企业希望提高业务部门员工对企业的投入度，帮助企业实现其在中国雄心勃勃的发展目标。

定制化解决方案

为提高员工的投入度，我们针对客户企业的不同层级设计全面、定制化的解决方案。在项目过程中，我们辅助组织不同层面的制定项目参与计划，旨在帮助促进中国领导团队、中层管理人员及普通员工之间进行更开放的对话。因此，组织不同层级的参与者能够积极地讨论他们眼中企业所面临到的挑战，并就如何应对这些挑战达成了具有共识的行动计划。我们通过焦点小组讨论了对组织的现状进行全面的了解，在项目实施的过程中逐步发现组织表面的沟通问题实际上源自复杂的组织结构、面临变革小心翼翼的组织文化、组织中国地区与总部之间的沟通不畅。沟通问题长期得不到解决因而使得组织员工的感受长期未得到充分聆听，导致组织整体工作积极投入度的低迷。

基于威埃励团队的解决方案，我们首先与组织领导团队开展了为期一天的研讨工作坊，就组织现有的业务挑战、责任承担及领导风格进行深度讨论。领导团队建立了企业及个人层面的行动计划，旨在提高总部与中国地区各级部门之间的沟通有效性，并在中国本地采取更积极主动的态度。项目的第二阶段，我们针对中层管理人员和普通员工分别开展了研讨工作坊，分享了来自领导研讨工作坊的信息和讨论内容，所有人员都有机会指出自己认为企业进行了哪些正确的事项，以及可以如何改进。两个研讨工作坊都建立了行动计划。项目的实施在组织内部得到积极的反响，也使得组织的员工员工对企业的战略首要目标、企业的发展期望都有了更深刻的理解。与此同时，项目的逐步推进让组织员工更加感受到他们对于组织发展的反馈正在不断得到重视，让他们为共同推进、实现组织的目标获得更多的原动力。项目的最后阶段，我们将中层管理人员和普通员工的研讨工作坊结果反馈给组织中国地区的领导团队，让领导团队更清楚地理解中国区组织的管理发展现状。中国区领导团队对威埃励团队的项目成果表示积极认可，也继续与威埃励的咨询顾问共同进行为期数月的高管辅导，帮助他们进一步反思自身领导风格，支持他们克服未来组织变革中所面临的重重挑战。

以实际影响力为导向的项目成效

此项目为客户组织带来了可观的变化，提高了中华区管理团队的信心和投入度。其中国地区领导团队积极参与讨论、直面管理挑战，为组织各个层级之间开放而透明的沟通得到的强化带来积极影响。项目后期，我们看到组织员工面对未来的变革表现出理解、积极准备适应变革的态度，还有随之提升的组织沟通成效和员工融入度。项目的总结阶段，我们收到来自客户的积极反馈——组织的员工普遍感受到了组织内部与日俱增的授权，正不断追求以精力充沛的面貌面对日益激烈的竞争，力求实现企业雄心勃勃的发展目标。

人才管理 | 高管辅导 | 组织有效性