



Reorganising across Europe



The Challenge

One of our global clients had decided to reorganise the way it does business in Europe so as to enable Speed, Scale, and Simplicity across its 38 markets. The challenge was to complete a fundamental structural shift – consolidating 10 Business Units to 4 and re-wiring many of the organisation’s functional teams across the entire Europe Group. This transformation was to be achieved with minimum disruption to the business in an aggressive six month time-scale.

Square Peg had twice before supported the Europe HR Director in similar endeavours (when she was HR Director for the Africa Group) so we were her natural choice of consulting partners.

Square Peg Support - Our support was separated into three main passes.

Phase 1. Planning: During the initial stages of the project we were instrumental in:

- Preparation for the first major milestone - announcement of the planned changes.
- Supporting Europe Group function leads in defining ‘future state’ structure & roles
- Support to communication leads on key messages and channels
- Development of project management & reporting routines

Phase 2. Implementation: During the following months we supported the following.

Organization structure-Role profiles - Deep understanding of the client business model and our thorough grasp of the rationale for the transformation coupled with our political and cultural sensitivity enabled us to facilitate the process of freezing the new org-structure and developing some 450 role profiles.

Support to the throughout employee consultation, assuming and selection phases

During the highly charged employee liaison and assessment, selection and appointments processes, Square Peg provided ongoing central project office support with issue resolution, reporting, documentation, data and messaging ensuring all key stakeholders were up-to-date on fast-evolving scenarios.

Phase 3. Re-energising the organisation.

Once the new structure was in place and appointments had been made the challenge was to inspire those who had come through the transformation process and ensure the people were ready willing and able to deliver on strategy. To kick-start this process Square Peg team supported the design, plan and delivery of a high-impact ‘Invent the Future’ meeting for the 200+ leaders. (see Energising the Organisation case study).

The Result

The organisation made the desired structural changes whilst maintaining its growth and OPEX targets and has now been operating within its newly re-wired model for approximately 6 months.

Invited to provide tactical back-up to the project lead for an initial 6 week period, our support was highly valued. The Square Pegs became key players on the project team and we were subsequently retained for the duration of the reorganisation and beyond.

In the after action review the overall project team were recognised as high performance team and Square Peg’s contribution was agreed to have been ‘top notch’. **Project Sponsor Carole Wainaina, Europe Group HR Director commented ‘Once again, Square Peg’s mixture of strategic insight and practical ability to roll-up sleeves and get stuck in have made a fundamental difference to our doing what we set out to with this project.’**