

# Leading Change

In today's dynamic marketplace, anticipating and leading change effectively has become an imperative for businesses and a core competence for all successful leaders. The changes you face as leader may simply involve the implementation of this year's stretch objectives, or, they may require a more radical transformative strategy. Change-ready business teams will proactively detect and seize marketplace shifts ahead of the competition, will successfully define and convert change plans, and engage their teams along the way. Leading change effectively can impressively improve productivity and performance, results and brand reputation.



## Tandem's Transformation Roadmap: An Adaptable Model

Client organisations are unique – in terms of history, culture, products and people. In recognition of this, the Tandem Transformation Roadmap model is adaptable. We know that with organisation change, there is no equivalent of one-size-fits-all solution given starting points and challenges are always distinctive. Our experience pulls the best of all successful practices together around the unique requirements and challenges faced by each client. In short, there are three pillars to Tandem's approach to leading change. (can we include 'mini' version of model?)



## Client Partnering

The distinctive Tandem Consulting approach to change management respects and fully utilizes the inherent capabilities of the client organisation. Our aim is to equip leaders and teams with the necessary *'thinking and tools'* to confidently drive the change themselves. Using an *'action learning'* approach keeps you firmly in the driving seat. Our role is to intervene as necessary to keep projects on track (or where you specifically requests support). A key residual value is to equip organisation leaders with *change-ability*, a toolkit of models, skills and techniques which remain in place long after the specific change project has been completed.

## Tandem Consulting in Practice

### Telecommunications Company: Transformation From Manufacturing To Research & Services

**The Problem:** Competition from low-cost manufacturing of telecommunications hardware on a sister site in Eastern Europe. Products could be manufactured for circa 45% of the cost of the Irish subsidiary.

**The Approach:** In-depth review of the business strategy, performance and capabilities. A 'New Vision' process kicked-off at senior level. An understanding of the critical links with global leaders was key. A clear, honest and highly engaged communication process developed with staff

A multi-pronged change strategy emerged:

1. Decision to outsource manufacturing activity to Eastern Europe
2. Radical restructuring of the supply chain 'process' at the Irish site to become a ground-breaking virtual global supply chain centre of excellence
3. Development of high value (R&D) activities in Ireland.
4. Development of high value multi-lingual customer management support in Ireland
5. Highly engaging change process involving expertise of team members

#### Key Results:

1. Irish site became the centre of excellence in progressive Supply Chain practices
2. Site holds a unique global mandate in advanced research in virtual supply chain and materials innovation.
3. Robust relationship further developed with the USA parent company and IDA
4. Ireland's position as a location for high-end research and development copper-fastened within the corporation and to other potential investors internationally
5. All Employees successfully retrained or effectively redeployed

Tandem Consulting: Whatever your business, Tandem Consulting specialize in strengthening client effectiveness. Our goal is simple: To help you improve performance. We operate a partnership approach to consulting. Our relationship is collaborative - from the first meeting onwards. Whether we are designing a research project or working hands-on in strategy execution, we work with you rather than working independently for you.

This maximizes the expertise of both the client and consulting teams, producing superior results. You contribute in-depth knowledge of your business and underlying culture. We bring objectivity and proven processes which help to generate a range of options. Our outside vantage point and experienced team stimulate fresh thinking. We also provide a powerful, proven structure for analysis, robust discussion, decision-making and execution.

**Bottom line:** You get solid results. We get a satisfied client who will work with us again in the future.

For a confidential discussion about your future plans  
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