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ANALYSES AND APPLICATIONS

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SCENARIO I

MANAGING ORGANISATIONAL
AND SOCIAL CHANGE



Sometimes a company must reorganise part of its business and begin doing things differently to a definite, demanding set of deadlines. Such a change may, for example, result from a decision to invest in a workshop or a factory, to introduce a major software package, to move to a new distribution system, or the change may result from external factors such as a new regulatory regime (e.g. reduced working hours).

In these circumstances, the technical, computing or logistical project becomes the springboard for organisational change. IECI assists the leaders of such projects to mobilise the people whom the project will benefit by helping them to define and implement their mobilisation strategy.

IECI's approach is based on a high level of participation of future users, upstream of the project start. We supply a well-proven capability to plan complex mobilisation projects, to structure roles effectively and to achieve demanding lead times.

SCENARIO I

MANAGING ORGANISATIONAL AND SOCIAL CHANGE

AREVA T&D (ELECTRICAL EQUIPMENT)

Increased competition in the national market had forced AREVA to reconfigure its production unit in an attempt to gain foreign orders, while continuing to supply traditional clients. Reorganising the support functions around a new twin output (specific and standard products) was a considerable challenge, especially as the company was simultaneously initiating a redundancy plan.

IECI overhauled the planning process and got results by staff reorganisation. New functions such as business management and “multi-trade” teams were created and made responsible for seeing the projects through to their completion. Delivery times for specific and standard products were reduced from 8 to 4 weeks and from 20 to 13 weeks respectively. The Board of Directors and management, taking on new roles, were empowered to fine tune changes, rather than simply decree them.

MITTAL-ARCELOR (IRON AND STEEL WORKS)

To start-up and fulfil the potential of a new hot dip galvanising line (100M€ investment), ARCELOR required a strategy to help personnel adapt quickly and efficiently.

IECI prepared and implemented an innovative method of crew disposition: “on-board teams” with overlapping operating and maintenance roles. Day and progress teams were rearranged, allowing production-line workers to take on extra responsibility and contribute their knowledge and experience.

This flexible plan respected lead times, boosted ramp-up, and set new standards of production, quality and overall equipment effectiveness.

RHODIA (CHEMICALS)

Support functions (Human resources, finance, accounts...) had been quickly and rapidly mutualized to gain efficiency and reduce costs. IECI's assistance was called upon to manage the consequences of the new, streamlined organization, which demanded a greater contribution from the users in a context of distant or outsourced services. IECI's measures allowed vital internal organization and cooperation arrangements to be finalized and implemented. At the same time, General management was given the means to manage, fine-tune and carry out these changes, while anticipating and resolving any problems encountered.

An example of constructive, incisive teamwork, with IECI's consultant and the RHODIA project leader combining their respective skills (change strategy and knowledge of the company) to achieve a demanding goal.

SAVELYS (SUBSIDIARY OF GAZ DE FRANCE)

Two major operators specialized in the maintenance of domestic gas installations have just merged. How should the ongoing construction of the new group be managed? How, at all levels (head office, regions, branches), can two ex-competitors learn to coordinate their skills and work together?

IECI's approach helped identify and resolve unforeseen difficulties, while developing hitherto unsuspected strengths. Every effort was made to help staff find their bearings. As a result, managers were able to take better-informed decisions, and employees were able to adapt to changes and carry out their work with efficiency, determination and commitment.

SCENARIO 2

CRISIS MANAGEMENT



Organizations sometimes undergo internal tensions : latent or declared social issues, repetitive dysfunctional patterns, loss of reference points or sudden and brutal market fluctuation... In such circumstances, directors, managers and employees can be severely shaken and at a loss for solutions.

IECI assists economic players in fully understanding the situation, identifying possible areas for making a comeback, encouraging and stimulating all parties towards action. Our approach is based on an attentive analysis of the feed-back received from the many individual and corporate players ; a compiled and shared diagnosis ; a short-to-medium term action plan.

Enabling staff to find solutions drawn from their own skills to get over the shock, IECI helps organizations regain confidence and set off again.

SCENARIO 2

CRISIS MANAGEMENT

ALCAN - PÉCHINEY (METALLURGY)

To outbid rival factories and receive a major investment, an in-depth revival of the social situation was necessary at a site weakened by a battle of wills between management and unions.

IECI's analysis was shared with all parties, enabling recommendations for future action to be agreed upon and undertaken. Managerial assistance, based on training, helped to refocus all parties' energies on everyday, practical issues. Good internal relationships between employers, workers and trade unions were rebuilt through a work-centred, day-to-day approach.

CHAMBER OF COMMERCE (SEMI-PUBLIC BODY)

Following the appointment of a new management team at a Chamber of Commerce suffering from a breakdown of good working relationships, a social audit was requested to facilitate a smooth takeover. IECI analyzed employment conditions, business management techniques, human resources and relations with the unions, and initiated discussions with management, elected representatives, unions and employees.

This approach revealed and explained the causes of previous difficulties, and, by establishing a constructive partnership with all parties, led to efficient measures being rapidly implemented. Internal confidence was restored, and the organisation was able to set off on a new firm footing.

GLAXOSMITHKLINE (PHARMACEUTICALS)

A quality-related incident had threatened the future of one of the Group's European sites, leaving both employees and management badly shaken and temporarily at a loss.

IECI carried out an operations audit to analyse the causes and determine lines of action. Over and above providing a detailed understanding of the problems and relevant action to be carried out, the main achievement was the ability to mobilise all those involved, including unions, to work together to implement the necessary solutions. Confidence was restored and the site was able to resume normal operations.

AEROPORTS DE PARIS (AIRPORT SERVICES)

In the context of a lack of any real coordinating structure, at a site characterized by an intense activity with common premises shared between different sub-contractors, all parties noted issues relating to the personnel's safety and agreed upon the necessity of reducing the frequency and seriousness of accidents.

IECI helped the economic players identify important points and decisively move towards action: organizational and institutional arrangements for improving and managing safety were defined, implemented and developed, firstly with AEROPORTS de PARIS, then more generally with the many other users (airline companies, service providers, subcontractors) working on site.



SCENARIO 3

ONGOING PERFORMANCE RESEARCH



Even when everything is going well, pressure must be maintained to ensure regular progress. This standard task is generally carried out by the management, often with the support of corporate top-down improvement programmes.

However, management can reveal shortcomings: weariness, skill limits, insufficient expertise in mobilising the personnel, in identifying new technical opportunities for progress or in achieving results.

IECI helps companies refocus on what is truly at stake and identify fresh possibilities in organisation at the micro level. This procedure relies heavily on mid level management and on the Board of Directors. Individually and collectively, through practical achievements on the ground, IECI encourages, trains and assists managers in their roles as catalysts for change.

SCENARIO 3

ONGOING PERFORMANCE RESEARCH

MERIAL (VETERINARY PRODUCTS)

When sites are being profoundly reconfigured by strict lean manufacturing strategies, how should the subsequent changes be managed? For MERIAL, with its laboratory spirit, and qualified, independent personnel specialised in biological work, the situation was delicate, and was made even more so by the presence of a redundancy plan.

IECI strove to unite both lean manufacturing and production experts, first-level managers and personnel, mid level management and senior directors. Top priority was given to improving the progression from pilot schemes through to general rollout.

In this interdependent, yet individualistic, environment, where everybody has their say, the key to success lay in IECI's capability to harmonise the different subjects and opinions, define a common ground and keep moving forwards.

RHENALU (METALLURGY)

Having initiated an operation to reduce costs by 20% and lay off 15% of the workforce, RHENALU requested IECI's help to manage organisational changes in workshops and departments while avoiding any social issues.

A collective definition of the required organisational changes enabled IECI to negotiate solutions: staff agreed to the change management methods and to pay rises in compensation for the added constraints imposed by the increased flexibility of their work. At the same time, management's energies were refocused on organisational issues, restoring good working relationships with the staff. Maintenance was decentralized, and a new approach to everybody's skills and competences allowed a swing from 21 posts to 17 ± 2 (flexible). These major changes were achieved with no social turbulence.

FRAMATOME (NUCLEAR POWER)

With opportunities to recover from reduced activity in the national market by gaining foreign contracts (notably in the USA), FRAMATOME called upon IECI to improve the production site efficiency. Achieving this in a highly technical business producing heavy unit parts was a considerable challenge, especially as the site had reached its limits in terms of skills and equipment.

Based on a deep understanding of this specific business, IECI's solution lay in a close collaboration with mid level management to improve the flow lines in workshops, while anticipating and reacting to unforeseen problems. By managing lead times and achieving a 15% increase in productivity (measured by the client), these actions allowed FRAMATOME to meet American standards and made its international strategy possible.

HUTCHINSON - PAULSTRA/TOTAL (RUBBER)

In a business characterized by a highly specialized production, specific customer requirements and a high proportion of technical uncertainties, the goal was to improve the management and streamline the different stages of the development cycle (marketing- design- production- testing).

IECI's solution brought together previously isolated functions and developed a novel approach to manage and fine tune projects in demanding situations. Coordination between sales teams, technicians and experts was improved, and collective procedures were initiated to allocate resources, monitor business and manage risks. Throughout, a close partnership with staff members was maintained, allowing the staff to use and develop their own capabilities and skills. The company was thus given the required means and operating methods to gain and fulfil business.



SCENARIO 4

ANTICIPATION



To be efficient in the long-term perspective, to correct past mistakes and to better anticipate the future, companies must periodically revise the interaction between human resources and the organisation.

This means readjusting their systems of qualification, job classification and pay, planning the integration of young people, studying the role of part-time employment, considering early retirement and adapting work for disabled personnel. They must also redesign their organisational charts, evolve and run teams combining internal staff and subcontractors, build international teams, etc.

IECI assists economic players in the design and long-term management of new systems and innovative organisations. Establishing a constructive partnership with the company, IECI provides expertise, a ability to resolve complex problems and creativity in imagining new solutions.

SCENARIO 4

ANTICIPATION

BANQUES POPULAIRES (A FEDERATION OF REGIONAL BANKS)

To prepare the merger of two regional banks, IECI developed a strategy to help the ex-competitors work together and maximise their common resources.

More responsibility was entrusted to mid level management, and clear, defined links between corporate level and local agencies were rapidly established. At the same time, administration was pared down, allowing many staff members to be redeployed to commercial positions.

IECI's approach made the most of this preparatory phase to instil a team spirit and lay the foundations of a common culture.

KRONENBOURG (BREWERY)

IECI's task was to analyse and manage the consequences of the introduction of an ERP (Enterprise Resource Planning) throughout the group.

Five types of generic problems were identified which were liable to affect Kronenbourg, then solutions were found to counter each one. Meanwhile, IECI helped implement organisational changes to redefine traditional job descriptions (manufacture, packaging, logistics). Training courses were set up to help personnel continue to do their job whilst adapting to and fulfilling the requirements of the new system. Difficulties were better anticipated and resolved.

LA PLAGNE DEVELOPMENT COMPANY (TOURISM)

After successful organisational reforms at the head of the group, La Plagne wanted to reform practices at first level management. How could this be achieved at a winter sports resort where the staff are essentially seasonal?

IECI's answer was an « ad hoc » training plan which placed the emphasis on peer training : managers and personnel exchanged knowledge and expertise, to which IECI added its own know-how.

The originality and pragmatism of this approach made it popular and effective, leading to improved operational efficiency and quality of service.

ALSACE REGIONAL COUNCIL

IECI assisted the Alsace Regional Council to evolve from a traditional mission-based administration to a larger, management-based institution. Managing abilities were developed and the advantages of the previous organization (flexibility, dynamic internal relationships, ease of access to top management) were preserved.

IECI worked closely with managers to elaborate a shared diagnosis of the essential aspects of good management. They were then assisted to relay this vision, to design departmental projects and develop leadership skills.

SCENARIO 5

SHARING INTERNAL STRATEGY



CEOs and management are equally aware that, in an increasingly uncertain world, companies must know where they are going. To answer this question, to set a course, new strategic plans are regularly drawn up by top management, often with the support of specialised consulting agencies.

Our business is to handle the operational consequences of these decisions in the field, where the real changes occur. Yet we are increasingly aware that personnel expect to understand and even share in the strategy ; not fulfilling this expectation can have negative consequences on their commitment, motivation, and ... decisions.

Needless to say, this stage is more often than not totally omitted. And even if one recognizes the importance of sharing internal strategy, finding measures can be a daunting issue. IECE responds with solutions designed to help the different economic players (management, elected representatives, personnel..) assimilate and contribute to new and wide reaching strategic orientations.

SCENARIO 5

SHARING INTERNAL STRATEGY

ASTRA ZENECA (PHARMACEUTICALS)

The switch from high to low value production (following the expiry of a patent) led to a site being considered for sale by the parent group. In such circumstances, how can widespread loss of morale be prevented, and what measures can be taken to ensure continuity of production ?

IECI tackled social and production transition issues by fully involving the different actors and by developing practical progress plans. This approach restored motivation and led to a durable 23% increase in performance. The site's competitiveness and confidence were enhanced, allowing it, with or without the group, to work positively on its future.

IMPHY ALLOYS (IRON AND STEEL WORKS)

Confronted by considerable evolutions in the market (technological changes ; loss of the company's traditional specialization ; new competitors...), Directors, market specialists and external consultants were under pressure to define a new strategy, then transmit it to mid level management and employees.

IECI assisted leading members to understand the key points of the strategic situation, then, helped them to communicate this knowledge to all levels. As a result, Imphy Alloys was better prepared and equipped to carry out Senior Management's choice of strategy, with a correspondingly greater chance of success.

LAFARGE REFRACTAIRES - IMERY'S GROUP (MATERIALS)

A Swedish subsidiary of the Lafarge Refractories group had a production site that was on the verge of being closed due to poor results . IECI first carried out a technical and economic diagnosis to analyse the site's viability and identify its strengths ; IECI proposed a series of down to earth actions in order to restore the competitiveness of the plant . The subsequent organisational changes were managed by involving corporate and on-site representatives. IECI's approach succeeded in satisfying both the group's concerns (coordination with other sites, logistical and market optimization) and the local point of view (equipment, technique, skills, human relations and social legislation). Thanks to these measures, the site is now one of the most efficient in Lafarge's portfolio.

SNCF

With freight transport heavily hit by opening markets and increased competition from neighbouring countries, Trade Unions and the regional leadership of a border region were under pressure to propose a viable alternative to reorganization

IECI conducted discussions with eight unions and regional departments, assisting them to organize, verify and subsequently present their projects to the national director of freight. In a positive outcome, new and better social relations were set up and an increased awareness of economic requirements was demonstrated.

