MCE has developed a unique and effective Business Transformation Framework. Our Senior Associates take into account your specific needs and help you to achieve your transformation goals.
STEP 1: Clarifying the Strategy’s Impact on Each Part of the Organization and Planning the Change

MCE’S EXPERIENCE

Transformation is a complex process covering 18 to 36 months.

To make a strategy change really happen, we recommend that you put into place a dedicated programme structure next to the current organization.

HOW MCE CAN HELP?

Strategy clarification and implementation planning workshop

MCE helps you clarify your strategy, identify the key changes needed and plan an effective company-wide Business Transformation Programme with your top management during a 1½ day workshop.
**STEP 2: Communicating and Engaging into the Change Vision (1)**

**MCE’S EXPERIENCE**

Business transformation calls for a tailored and timely top-down and bottom-up communication with all internal and external stakeholders.

We ensure that your communication is sustained, noting progress and calling for increased participation.

**HOW MCE CAN HELP?**

**Designing the strategy communication plan**

MCE helps you to design a solid strategy communication plan. The message will be tailored to different audiences so that everyone gains a deep understanding of what the strategic goals are, what your target market is, what your value proposition is, what actions will lead to the strategy realisation and what will be everybody’s internal role in it.

**Collecting and integrating feedback**

MCE supports you in involving line management to communicate the strategic goals throughout the organization. We counsel you on how to engage staff in the strategy translation and gather meaningful feedback from deep within your company.
STEP 2: Communicating and Engaging into the Change Vision (2)

MCE'S EXPERIENCE

HOW MCE CAN HELP?

Making better use of communication tools and technologies
MCE advises you on how to make a better use of existing and new internal communication tools and technologies. With social-casting and micro-blogging a real-time collaborative community can be built to engage employees across your company.

Personal communication coaching for the C-level
MCE provides your CEO and senior management with a personal communication coach where needed.
STEP 3: Selecting the Right Metrics

MCE’S EXPERIENCE

Without putting the right metrics in place, any strategic change will fail.

Therefore, we will decide with you how corporate and business KPIs can be aligned horizontally and vertically within the company.

HOW MCE CAN HELP?

Defining and aligning the key metrics

Starting from your vision and strategic goals we determine with you the long- and short-term drivers, the measures and targets for financial growth, customer intimacy, operational excellence and staff engagement. We identify the leading indicators that drive the change, and cascade through departments.

Aligning metrics and appraisal/evaluation measures

MCE supports your HR department in aligning HR metrics with the company’s key performance measures.
**STEP 4: Aligning Performance Appraisal and Reward System**

**MCE’S EXPERIENCE**

Determining the right evaluation criteria and motivators for different employee groups is essential for delivering on your strategic goals.

We help you to bridge HR and line management.

**HOW MCE CAN HELP?**

**Integrating HR systems and line managers’ needs**

MCE identifies with you what motivates different groups of employees to deliver and outperform on the strategic goals. We help you to integrate HR performance appraisal & reward systems with line managers’ needs.
STEP 5: Building Coalitions

MCE’S EXPERIENCE

Identification of the allies with both the power and the potential for cross-functional teamwork is a major imperative for successful business transformation.

We can ensure that the guiding coalition is properly represented in task forces and steering committees to drive the change at each level.

HOW MCE CAN HELP?

Identifying change agents

MCE helps you to identify who the change agents in your company are.

We advise you on which role they can take up to ensure that there is enough commitment, focus and energy present in the company.
STEP 6: Defining the Talent Gap (1)

MCE’S EXPERIENCE

When leaders and managers are not equipped with the needed capabilities to deliver on their strategic goals, you will lose momentum, belief and focus.

We help you to close the talent gap.

HOW MCE CAN HELP?

Executive team development
Compelling forces hold executive teams captive in their current thinking. MCE helps your Executive Team to shift the practices, rituals and relationships so that change can really happen.

Executive coaching
Result-oriented individual coaching helps your senior managers to gain vision, strategic insight and develop their leadership skills. It helps them see the way to executive performance.
**STEP 6: Defining the Talent Gap (2)**

**MCE’S EXPERIENCE**

**HOW MCE CAN HELP?**

**Job competency models and talent audit**

MCE supports your company with defining the company-wide and function-specific competences needed to implement your strategy. We select for you the best tools from our different solutions partners.

**Development of capabilities of managers**

MCE helps you to further develop the capabilities of your individual managers and teams of managers with leadership, functional or cross-functional internal and individually focused workshops.
**STEP 7: Building Capabilities for Process Redesign**

**MCE’S EXPERIENCE**

Processes must be re-aligned with the strategy and re-thought from an end-to-end perspective.

They should contribute to your chosen value discipline: customer intimacy, product leadership or operational excellence. This requires from your managers a lateral, cross-functional thinking and capabilities in process management.

**HOW MCE CAN HELP?**

**Building capabilities to redesign processes**

MCE provides your teams with the tools and capabilities to audit your processes, to define the needed improvements and to come up with actions for business process improvement.
**STEP 8: Aligning Leadership Behaviour with the Strategy**

**MCE’S EXPERIENCE**

The way leaders behave and set examples enables and motivates people. If they continue business as usual, why then should people change?

It is important to get leaders on board with the strategy, so that they ensure the leadership model and encourage the behaviour expected from their people.

**HOW MCE CAN HELP?**

**Leadership development programmes**

MCE can conduct a series of leadership programmes for your managers. This starts with the top leaders because their decisions and behaviours set the context for everyone else. The first part of the programme is a workshop about the MCE Change Leadership Model – strategy, metrics, customer metrics, processes and key projects to implement the strategy. The second part of the programme is a workshop where project progress, key points learned and observations about implementation are shared.

**One-to-one coaching**

The leadership training is followed by a period of on-the-job implementation of business projects, with possible one-to-one coaching at set intervals.
**STEP 9: Building the Culture that Supports the Strategy**

**MCE’S EXPERIENCE**

In any change programme culture cannot be changed immediately.

Culture change happens through diligent and concerted effort at the above steps. It takes a year or so before real changes can be seen.

And it takes about three to five years to completely shift the culture, depending on how well the above is implemented.

**HOW MCE CAN HELP?**

**Measuring the Alignment of People (MAP)**

MCE’s MAP methodology measures how groups of people understand what the new strategy is, as well as how they perceive the current state of change. The data can be sorted by any number of criteria - by location, by management level, by department. Measurements can be done at the start of the business transformation and at pre-determined intervals so that the progress can be measured.
STEP 10: Monitoring the Progress of Strategy Implementation

MCE’S EXPERIENCE

A Business Transformation Programme should have specific programme KPIs. We recommend monitoring the progress quarterly, while integrating the lessons learned and insights collected throughout the Business Transformation Programme.

In some cases we help the customer in putting in place a dedicated Transformation Monitoring Committee(s) structure.

HOW MCE CAN HELP?

Putting in place a monitoring mechanism

MCE helps you to define Business Transformation Programme specific quantitative and qualitative indicators and put into place appropriate monitoring and evaluation processes. Our MCE Senior Associates can take part in performance checkpoint meetings and advise you on corrective actions.
Committed to helping your company to implement its strategy.

For more information, contact us at:
- Telephone: +32 (0)2 543 21 20
- Email: info@mce-ama.com