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## Implementing Change through the use of Dialogue

#### Background

As part of a larger organisational initiative in the energy industry vertical of Tieto, a leading Nordic software and services company, the Vice President of a division, with activities in three different countries supplying the utility industry, had the challenge of integrating a newly acquired business, which would essentially double the size of their current business. The integration would mean downsizing about 40% of staff, while still keeping the remaining staff motivated and energised, making them feel part of the new organisation and keeping "ordinary business" going without negative performance impact.



#### Approach

A common way of addressing such integration situations in this organisation's culture would be for management to fly in and make a presentation. The presentation would contain a vision for the future, the business objectives, and the new organisational structure. The Divisional Manager wanted a new way of approaching the situation.

While we were delivering a Leadership Development program for the divisional management team, we started to explore new ways of approaching this business integration together with the team by engaging them in facilitated dialogue and a process of exploration, analysis and elimination. During this process, the Vice President together with his Country Manager decided to try this very process as a tool in the integration process. This is how the VP describes the situation in his own words:

"The sessions with you required me to reflect, and that led to entirely new ideas than I would have otherwise got to. Much more profound. Your sessions sparked a lot of thoughts, to think in entirely new ways. They provided the inspiration to handle the integration differently. We did not do what was perhaps expected – the usual way of handling these situations, because we came to new insights about the impact that we all have as leaders."

### Oslo Consulting Group AS

Leangbukta 86 1392 Vettre

Norway

Phone +47 66 79 70 18

contact@ocg.no



# **Independent Management Consultancies Network IMCN**

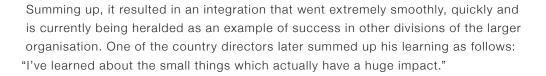
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#### Outcome

This all resulted in the planning and implementation of weekly meetings where the management team would meet with the staff in the newly acquired business in open sessions where a hundred or so people in the new organisation had the opportunity to ask any and all kinds of questions. These sessions were run on a regular basis over a period of three months





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Norway

Phone +47 66 79 70 18

contact@ocg.no

www.osloconsultinggroup.com

