

CPM newsletter – January 2008

CPM Insights

In this issue: Focus on organisational change

Introduction by Christine Van Velthoven

YOUR TRUST IS OUR MOTIVATION: CPM initiatives supporting a business-driven approach – Forum for Excellence

WE HAVE A SHARED VISION: The way forward in HR consulting – with contributions from Veronique Van Erp, Anne-Maria Vandenbroucke, Johan Lauwers, Carlin Deseyne and Nele Zwerts, Managing Consultants of CPM

WE SHARE HRM EXPERTISE: Realising organisational change successfully – expert view of Prof Dr Marc Buelens, Partner, Vlerick Leuven Gent Management School


YOUR RESULTS MEASURE OUR SUCCESS: IMOG or how change management processes need to be supported by the entire organisation

Evolution, not revolution

The role of HRM in a growing organisation is becoming more important than ever. And as the market evolves, CPM evolves as well. We are moving forward as a business and in the process CPM's business-centred approach is materialising. In this first edition of CPM Insights for 2008, together with all the CPM consultants, I would like to introduce you to the ways in which we have evolved as a business to become even more responsive to your needs.

Maximising business performance through people is our vision. Be it a client, a manager, an employee or a candidate, people are key to our business. By bringing together individual and business aspirations and creating a harmonious interaction between them, we seek to optimise your business performance. Our strategy to support this vision is not revolutionary. It is a natural evolution built on a solid foundation that will strengthen both our advisory role and your HRM results. The point of origin of all our actions is our holistic business-centred approach.

In light of this approach, we want to broaden your perspective as well. This is why every CPM newsletter will tackle a key HRM theme, providing you with our insights, the view of an external expert on the matter and a client's perspective. The complete English, French and Dutch versions of this newsletter are available on www.cpm-hrm.be. Our new CPM website also contains a wealth of information on our new business-centred approach, case studies and other initiatives. Please also join our 'Forum for Excellence' or our breakfast sessions, where our consultants, other HRM colleagues and clients share their insights into the latest developments in organisation and HR.



Finally, I would like to thank those of you who have participated in shaping our renewed brand. Your feedback was honest and constructive. On behalf of the management team and all CPM employees, I would like to thank all of you for the confidence and trust you have placed in us over the years. In future this relationship will only get stronger as we embrace the challenges that lie ahead of us together.

Christine Van Velthoven
Managing Director

YOUR TRUST IS OUR MOTIVATION

CPM supports a business-driven approach – Forum for Excellence

CPM has founded the 'Forum for Excellence', an exclusive exchange platform for a select group of 12 non-competing companies. By way of this platform, CPM is seeking to promote entrepreneurship by stimulating the exchange of managerial experiences.

By adopting a business-centred approach to examining predefined general business issues with the group, CPM will support participants and help them improve their business decision-making. CPM will prepare and benchmark these items and coordinate the various sessions. CPM will also invite external speakers to obtain an outside perspective as well.

For more information, please contact **Anne-Maria.Vandenbroucke@cpm-hrm.be**

WE HAVE A SHARED VISION


The way forward in HR consulting


With contributions from Veronique Van Erp, Anne-Maria Vandenbroucke, Johan Lauwers, Carlin Deseyne and Nele Zwerts, Managing Consultants of CPM

Today's HRM departments are driven by their company's goals and strategy while responding to each individual's aspirations.

In order to be able to link HR to the company goals, it has become crucial for us as an HR consultancy firm to think in a broader perspective. Each company department – with its culture, processes and structure – and each individual plays an important part in implementing the company's strategy. Taking a 360° view is thus vital to evaluate how elements interact with and reinforce one another. This is how real value can be created by HR consulting, and how HR can really optimise the performance of both your staff and your company.

CPM's new business model reflects this 360° perspective on organisations. It encompasses a holistic approach that covers the entire organisation and takes you step by step through a streamlined process.





"Each one of our employees knows our business model through and through. It has become our natural way of thinking to approach all our client work."

Veronique Van Erp, Managing Consultant, CPM

Your perspective is our operating environment

The starting point of our approach is a thorough analysis of your company on the basis of which we define the scope of your project at every level: individual, HRM and organisation. CPM analyses the different characteristics of your corporate culture, processes and structure. In accordance with our business-oriented approach, our analysis is at all times based on insights into your company, your vision and your strategic objectives.

"Assessing your strategy and matching it to your processes, culture and structures is the cornerstone of our methodology. We want to make ourselves familiar with the current interaction between these elements and ultimately want to make sure that this interaction is smooth and the whole is greater than the sum of the parts."

Anne-Maria Vandembroucke, Managing Consultant, CPM

CPM has worked together with De Lijn Antwerp for a number of years now. When De Lijn decided to integrate coaching into every career path, CPM developed a coaching strategy that would not only have a positive impact on the corporate culture but also lead to better business results. This strategy was defined by taking a business-oriented approach, acknowledging De Lijn's strategic objectives and assessing all the different characteristics related to culture, processes and structure.

"Coaching has to be considered as part of a broader context. It has to be interwoven with the business culture. Therefore choosing to work with a partner that thoroughly knew De Lijn's business culture was a very deliberate choice. Integrating this culture in the programme is the only way for the employees to cooperate optimally, thus truly improving the company's results."

Johan Lauwers, Managing Consultant, CPM


Tailored and efficient solutions

At CPM, our consultants not only develop specific strategies for your organisation, but also come up with solutions for implementation. Thorough analyses enable us to translate your needs into concrete recommendations and solutions at the right level. By implementing a customised approach, CPM ensures that all solutions reinforce each other, thus increasing the return on investment for your organisation.

"No matter how different your needs and the corresponding approach required, we ultimately face a single overarching challenge: to turn your talent assets and the organisational platform into added value in order to deliver better business results."

Johan Lauwers, Managing Consultant, CPM

For Floréac, a company active in the distribution of pot plants in Europe, CPM came up with the idea of developing a 'learning circle'. Thanks to taking a broad perspective – CPM was active in defining the change management strategy – CPM managed to develop a solution that was in line with the real needs of the employees involved in the change management process. This is how CPM created the concept of practical development sessions built by employees for employees, ensuring not only a real learning process but also a strong team involvement.



“Thanks to the learning circle, we were able to develop a clear development path taking into account the needs of the employee as well as those of the organisation. This is why all participants evaluated the change management project as an opportunity within their career development path and why the company goals could be achieved in an efficient way.”

Carlin Deseyne, Managing Consultant, CPM

Guidance in change management processes

CPM has specifically developed tools and techniques to help companies transform in the right way. In order to manage change efficiently, CPM has developed a formal approach based on its business model, beginning with the leadership team and then engaging all key stakeholders. Any change creates people issues and therefore it is vital to address the ‘human side’ systematically. At CPM, our consultants facilitate organisational change with this framework in mind and create a firm basis on which to implement the future-oriented vision, strategy and projects.

“Our approach is geared towards ensuring strong involvement with key actors within the company, so that they are highly motivated to see the organisational improvements that have been initiated through to the end and to anchor them in the organisation.”

Nele Zwerts, Managing Consultant, CPM

Guidance in change management is daily business for CPM. At Televic, a fast-growing international high-tech company, CPM wanted to create synergies between the organisational growth and the personal growth of Televic’s employees by defining and implementing an integrated HRM policy based on performance management.

“In our view, performance management is an integrated approach in which the HR strategy is deeply rooted in the organisational strategy. Performance management firstly establishes a link between Televic’s mission, its objectives and its strategy and key processes. It’s an instrument to better harmonise the organisation and its employees. This is the only way for performance management to really offer added value within the organisation.”

Carlin Deseyne, Managing Consultant, CPM

CPM: advising on and going through change

Indeed CPM has evolved, just like our clients do, or any other business that wants to be innovative and stay ahead of the competition. This new business model takes us to the next level; it helps us to get a better grip on the complex and interrelated world of human resources. This article also proves that CPM has been taking this holistic approach for some time already in its client work and that it is the right path to follow: enthusiastic clients who have taken this path with us tell us about the added value of our work and want more of the same. As an organisation we are convinced that this is the way forward. We’ll be telling you all about it in the months to come.



WE SHARE HRM EXPERTISE

How to realise organisational change successfully?

Expert view of Prof Dr Marc Buelens, Partner and Professor General Management and Organisation at Vlerick Leuven Gent Management School

No risk, no change, no business – a company must constantly evolve if it wishes to stay successful now and in the future. Therefore, each organisation must initiate and realise change processes. And yet ... At both ends of a company there is resistance to change from people as soon as they perceive themselves as losing out under this process. Prof Dr Marc Buelens examines the basic ingredients of successful organisational change.

'Change is good', yet employees are not always receptive to change. How can you – as an organisation – alleviate this?

My theory is that people are not anti-change, but anti-loss. People are happy to embrace change, but as soon as they perceive of any loss as a result of that same change, they will oppose change in any form and on all levels within the organisation, including at the very top. That's just human nature. You can minimise such resistance by proceeding on a step-by-step basis and by implementing changes gradually.

How do you initiate change within an organisation?

In order to initiate a change process, in an ideal world you head upstream, i.e. you would work from the bottom to the top. Even before floating the initial idea about what needs to change, people will analyse the situation together from the start and ponder which organisational developments need to be initiated. In most companies, however, the desired changes are decided at the top and then passed on. It is crucially important in such cases to keep the lines of communication permanently open with regard to how, why and when; that way, staff at all levels of the organisation will always buy into the idea.

Who is the most important link in the entire change process?

Some 50% of all studies point to senior management as the most important link in the change process; the remaining 50% regard middle management as the root of successful change. Since real change has to take place on the shop floor, I am convinced that the role of middle management is a critical success factor in any change process.

In your opinion, what are the necessary ingredients for successfully bringing about organisational changes?

In short, they are focus, control and credibility. In the first instance, you need to have a clear focus in order to be able actually to realise change. Anyone who charges in blindly cannot achieve change. Therefore, clearly define the desired change as well as the course which the company needs to steer in order to reach your company goal.

In addition, it is also vitally important for management to retain the necessary control in order not to deviate from the course steered. If, for example, you want your company to go international, you have to retain control so that you can also employ international profiles in key positions.

Without a doubt, the key criterion is credibility. The credibility of the person at the helm and his/her promises, but also of the path chosen to initiate change. A bad score in terms of credibility is a one-way ticket to failure.

Are there notable examples of companies which have realised change processes successfully? *The best changes are those which are imperceptible. These are changes realised by companies inconspicuously and which are regarded as self-evident by all parties involved. Belgium has what might be described as 'Hidden Champions'. Not so much companies which proclaim spectacular change on a grand scale, but ones which launch a gradual change process and thus make progress year on year. Think of Colruyt. Many competitors are already on their eighth 'new' structure in nine years. However, if you compare today's Colruyt with the same company six years ago, you will detect a massive evolution in terms of personnel management and environmental policy, for example. Yet, all this was achieved without revolutionary changes, either for Colruyt's staff or its customers.*

Do you think there is such a thing as an organisational model for the future? *I'm convinced that there is no single, specific organisational model: a model which is successful for a large bank won't be successful for a tiny SME. As a result, it is becoming increasingly important for managers to carefully analyse each situation before making the correct decisions on that basis. When it comes to sound organisational management, I see virtually no more common provisions or principles.*

Prof Dr Marc Buelens is Doctor in Industrial Psychology (Ghent University). He has worked previously as a scientific staff member (Ghent University) and as an executive for the Artois breweries. In the past, he served as Managing Director of Vlerick Leuven Gent Management School, where he still is Partner. Professor Buelens currently teaches General Management and Organisation at both Vlerick Leuven Gent Management School and Ghent University.


YOUR RESULTS MEASURE OUR SUCCESS

IMOG or how change management processes need to be supported by the entire organisation

Situation analysis

IMOG (Intercommunale Maatschappij voor Openbare Gezondheid) was set up in 1976. At the time it had seven employees. Today this association has developed into a valuable organisation with more than 170 employees.

Not only did the organisation develop strongly, so did its activities and services. Today a team of 170 employees guarantees a wide and complex range of services relating to environmental and waste management. Moreover, the market asks IMOG, a semi-governmental organisation, to collaborate more commercially with them and to focus on innovation when developing new services. In view of these new requirements, the association deemed the time was right to test and adjust its internal organisational structure to the new situation.



Moreover, the near future involved quite a few shifts at management level: the General Director was to leave the organisation and a new Board of Directors was to be appointed.

Therefore IMOG sought a strategic partner to help determine how the organisational shifts had to be carried out for the current dynamics to continue. Jacques Soenens, IMOG's General Director, explains: *"Today the focus of this organisation is no longer on growth in terms of size, but on maintaining efficiency to consolidate and strengthen the acquired position. Projecting the new internal and external situation on our current organisation chart was therefore a deliberate choice in the definition of this project."*

CPM's role

Which steps needed to be taken to successfully realise this change programme? CPM chose a methodical approach consisting of three phases.

First CPM advised IMOG to organise a strategic screening or audit of its organisation in collaboration with a steering committee. The focus in this phase was on mapping out the organisational structure and particularly on the development of a common vision for the future.

Anne-Maria Vandebroucke, CPM Managing Consultant, explains the importance of this strategic audit for a successful change project: *"We wanted to map out the company's vision with the current management so that it could be supported by them as well. Moreover, we wanted the managers to feel more strongly involved in the shift to a new management. Such an approach guarantees smooth management shifts."*

In the second phase CPM set up an internal management screening. Through an individual discussion with each participant, CPM gained a thorough understanding of their personal ambitions and expectations for the future. Subsequently, CPM organised assessments with more employees to assess the potential in the company and to find a match for the competencies required for the new positions


Based on the results of the internal screening and in line with the strategic needs of the organisation, CPM drew up a future organisation chart and drafted a concrete action plan for a successful shift from the current to the new organisational structure.

Jacques Soenens explains why CPM was selected as a partner: *"From the moment this project took shape, we wanted to outsource the assignment to a specialist which could assist in and lead the entire process. CPM had gained the most experience in similar strategic change projects for government organisations. They understood our key principle very well."*

The result

The new organisation chart is supported by the management and was approved by the Board of Directors. The internal shifts for this new organisational structure were communicated to, discussed with and approved by all employees. The new organisation chart will become operational as from the beginning of 2008. The successor to the General Director and the new Board of Directors have been prepared. In short, IMOG is ready for the future.

Jacques Soenens summarises: *"The process we went through with CPM was a very interesting exercise for our organisation. It gave us the necessary drive for the future."*



About IMOG

IMOG (Intercommunale Maatschappij voor Openbare Gezondheid) is responsible for the integrated waste processing of 11 municipalities in the Courtrai region: Anzegem, Avelgem, Deerlijk, Harelbeke, Kortrijk, Kruishoutem, Kuurne, Spiere-Helkijn, Waregem, Wielsbeke and Zwevegem, which have a total of 226,000 inhabitants. Today IMOG has developed into a fully-fledged organisation for waste processing.

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