



Ensuring Success of a Global Change Initiative

The Challenge

Hewlett Packard competes in the highly-competitive and rapidly-changing information technology and electronics market worldwide. In the late 1990s and early 2000s, HP experienced a period of unprecedented change, including the spin-off of its original instrument business, the appointment of a new CEO, and the merger with Compaq. Employee surveys indicated a worrisome trend of “organizational deceleration”—slow decision making, inadequate alignment, and a reluctance of many managers and teams to address the real issues.

The Goal

Senior leadership approved *Dynamic Leadership* to address these issues. The goal of this global program was to “improve the ability of HP managers to accelerate “time-to-value” for customers, shareholders, and employees through conversational leadership.” Specifically, the program was expected to:

- Accelerate alignment and execution
- Result in more rapid and accountable decision-making
- Increase authentic conversations that dealt with the real issues.

The Approach

The design team recognized that a two-day event would be insufficient to produce lasting change. They decided to extend the learning period for ten weeks by incorporating follow-through as a core component of the program, which “greatly increased its overall value.” Thus *Dynamic Leadership* was a 12-week learning experience that began with pre-work, continued in an intensive two-day learning program and concluded with 10 weeks of follow-through using *Friday5s*®.

More than 8,000 managers throughout the world attended *Dynamic Leadership*.

The Results

The program had real impact on performance. A ROI analysis was conducted by polling participants 3 months after the program. Participants were asked how often they used Dynamic Leadership tools and to specific examples (if any) where this use created additional value. More than 3,000 responses were reviewed. Examples included:

- "After attending the class, I spoke with the project sponsors and discovered they were not aligned on goals. We got that fixed ... at least 4-8 hours per week per person were saved."
- "Using authentic conversations saved 3 weeks of wasted effort and a lot less stress. "
- "I was able to bring everyone onto the same page. Reduced time: 1 week of 3 contractors' wasted time = \$20 K."

The return on investment was calculated from the median value of the examples times their frequency, less the fully loaded cost of the program, including the value of the participants' time to attend. The ROI was 15 times the cost of the program.

Key to success included, a strong connection with business imperatives; use of program tools and concepts by the project team itself; fast action and rapid adjustment; partnership between content experts and line managers; and reinforcement and measurement.

The Value of Follow-Through with Friday5s®

The results were published by Connolly and Burnett in the *Journal of Organizational Excellence* (v. 22(4), 49–59, 2003). The authors concluded that *Friday5s* contributed significantly to the success of the program:

"The post-workshop support system created a reinforcing cycle of follow-up action, coaching, feedback, and measurement to assure that participants were learning and manifesting the desired new behaviors and the new behaviors were producing the desired business value."



www.forthillcompany.com



www.friday5s.com