

Integral professionalization and future-proofing of an Offshore wind organization



Assignment | An Offshore organization with an international focus on the design and execution of cable related projects within the Offshore wind market.

This organization has tried twice in recent years to structurally professionalize its organization. Both times this did not succeed sufficiently, partly because the necessary changes were only conceived in a small group and there was insufficient connection with the rest of the organization. As a result, it became mainly a paper exercise. Bright & Company was then asked to support the development of a supported long-term strategy and - in line with this strategy - to draw up an integrated organizational professionalization program and to lead it. The most important task was to engage the people within the organization to the sharpened strategic direction and to achieve visible implementation of the desired and necessary improvements.

Approach | The approach explicitly connects with all employees within the organization, as well as with customers and suppliers. All these groups have been questioned in order to gain insight into how customer needs and the value chain will develop in the near future. The leadership team has shown itself to be vulnerable in this by recognizing that it does not have all the answers and therefor consciously chooses to appeal to the wisdom of the organization and of the strategic partners and customers. This has been done in the form of interviews, round table discussions and large scale events. This has resulted in a joint and supported course of action of the organization.

Because employees were intensively involved in the process of defining the direction, they were able to explain why which choices were made and better determine how they can contribute to the realization of the new direction. The strategic direction has been translated into a so-called compelling story; in other words, the appealing story that appeals to the imagination and that inspires and stimulates to get moving and thus bring the strategic course to visible execution.

This organization has a history in which strategic plans did not get any further than the well-known desk drawer. That is why relatively much attention has been paid to - together with the various departments - determining which improvements were desirable and required and to prioritize them. Again, real listening and taking the employees seriously were important success factors. The creativity of the organization was stimulated. There was support for the changes and the pro-activity of the employees was addressed.

In this way, a joint effort was made to shape the multi-year professionalization program that aimed to visibly implement the new strategic direction. The program consisted of organization-wide improvements (e.g. process-oriented working) and in addition, each department had its own improvements that often had an interdependency with another department. There was a continuous monitoring of what the intended changes meant for the daily work. In this way the changes were made specific and visible. A lot of attention was invested in sharing knowledge and informing each other about the progress made, but also informing each other when improvements did not lead to the desired result and then a plan B had to be devised. By means of a limited number of critical performance indicators, the extent to which the improvements contributed to the intended objectives was (re)directed.

Too often we ignore the embedding of changes, as a result of which old and familiar ways of working are taken back too quickly. For this reason, the approach is focused on carefully checking the extent to which the initiated changes lasted. What did embed, what didn't? Where had to be adjusted?

Leadership | During the process of creating the sharpened strategy and visibly implementing this strategy, much effort was invested in leadership, with the recognition that middle management plays an incredibly important role in realizing the intended improvements. Before we started with the process of jointly determining the new course, we worked on strengthening the mutual trust and effective cooperation of the group of higher and middle management.

Difficulties in the mutual cooperation were discussed. The undercurrent was brought to the surface. In this way there was more understanding and appreciation for each other and more account was taken of each other. It was learned to deal with the mutual differences. In this way the so-called "guiding coalition" was strengthened, knowing that this team has to work together effectively, especially at the critical moments in the process of strategy determination and execution.

The leadership vision was also formulated together with this group. The most important collective leadership tasks (competencies) were defined in order to bring the sharpened strategic direction to successful implementation. Think, for example, of the task of developing high performing teams, but also the task of deep questioning each other. Each manager formulated his personal development tasks and indicated which support he or she needed in the process of personal and professional development.

The group of higher and middle management met frequently to work on the substantive, rational issues as well as to strengthen the "guiding coalition" and develop the formulated collective leadership competencies.

The strength of the approach described has been to increase the ability to change at all levels of the organization. Together we have tried to find appropriate answers and fruitful solutions to questions the organization is facing and the ability to change has been developed. Together, a context has been created in which people within the organization have started to move towards the sharpened strategic direction. Effective communication with each other is the most important key to this.

Business Impact | In three years, the organization has managed to make a major leap. Turnover has increased by more than 30%. In this period of growth, the quality of execution has also increased significantly. This has become visible, among other things, through the decrease in the number of incidents and an increase in customer satisfaction. The pleasure in work has increased and with it the engagement of the employees.

In case you would like to discuss our vision on complex strategic change processes with us, we would like to invite you for a personal meeting. Our contact details can be found on our website www.brightcompany.nl