

EXAMPLES OF CONSULTANCY OUTCOMES

CASE STUDY:
ORGANISATIONAL TRANSFORMATION CASE STUDY

MANUFACTURING EXCELLENCE INITIATIVE:

STRATEGIC ALIGNMENT THROUGH
STRUCTURAL EVOLUTION

ORGANISATIONAL CONSULTANCY

COACHING & ROLE ANALYSIS



Our Consultancy Steps



1. WE START HERE:

Your
Organisational
Challenges

2. CONSULTANCY DESIGN AND INTERVENTIONS:

We map and clarify processes, structures, authority, roles and the external environment



We explore workplace dynamics, attitudes and relationships with 1:1s and team workshops to reveal the **Organisation beneath the surface**



Facilitating a deeper and new understanding of organisation

3. WE FINISH HERE:

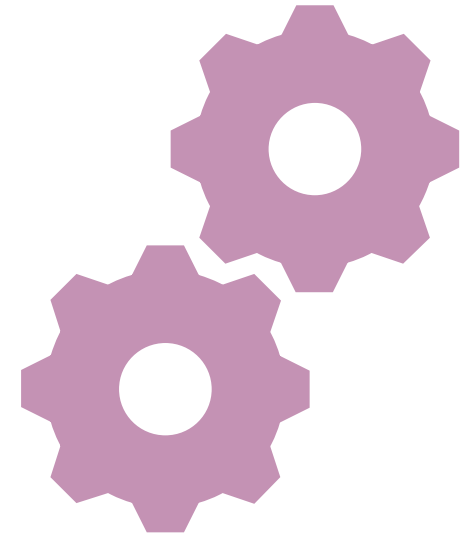
- i) Increased productivity
- ii) Improved strategic focus
- iii) Improved bottom line

PRODUCING:

A Fresh
Organisational
Perspective
& Solutions

Step 1: Understanding Challenges

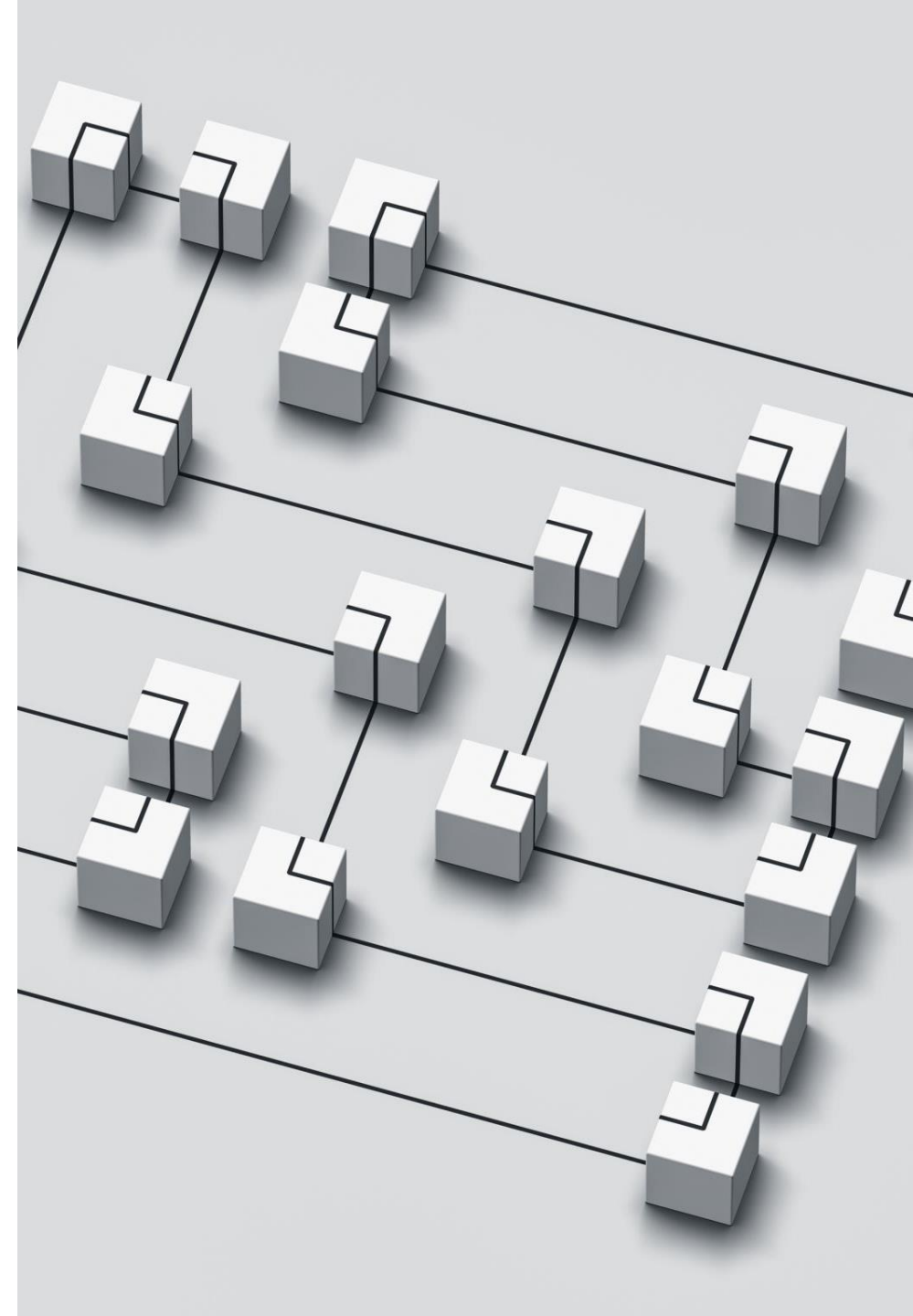
Understanding Challenges



STEP 1: UNDERSTANDING CHALLENGES

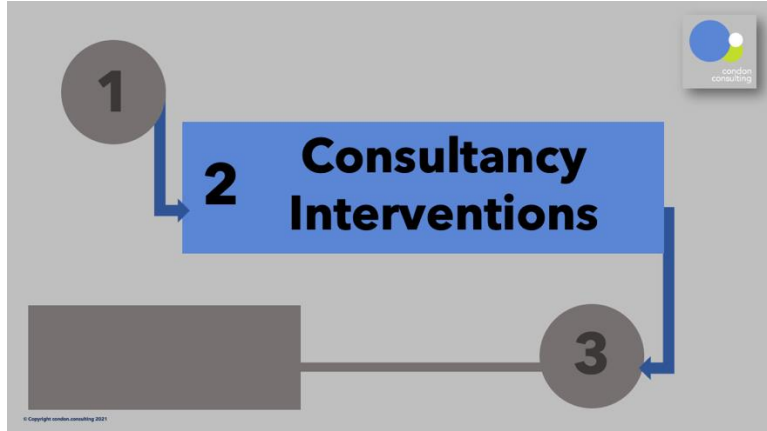
ORGANISATIONAL MISALIGNMENT?

- Our client, a mid-sized European manufacturing company with €45M annual turnover and 280 employees across 8 countries, faced significant organisational misalignment following their strategic pivot towards sustainable manufacturing and digital automation.
- The organisation's traditional hierarchical structure, developed for high-volume, low-complexity production, was proving inadequate for their new strategy requiring agility, innovation, and cross-functional collaboration.



Key Challenges Identified:

- Organisational structure designed for operational efficiency conflicted with strategic requirements for innovation and agility
- Critical capability gaps in digital technologies, sustainability practices, and change leadership
- Skill mismatches with 40% of middle management lacking competencies for matrix-based decision making
- Fragmented communication between operational divisions and strategic functions
- Internal HR department overwhelmed by transformation requirements without proper frameworks



Step 2: Consultancy Methodology & Approach

Consultancy Methodology & Approach

Our intervention employed Condon Consulting's integrated systems-psychodynamic approach, combining organisational assessment with psychological understanding of change resistance and capability development.

Phase 1: Strategic Impact Assessment (Weeks 1-4)

We conducted a comprehensive analysis using our proprietary Organisational Alignment Diagnostic Framework:

- **Strategy-Structure Mapping:** Evaluated how current organisational design supported or hindered strategic objectives through systems thinking methodology
- **Capability Architecture Review:** Assessed existing capabilities against future requirements using competency frameworks and psychometric assessments
- **Skills Gap Analysis:** Employed both quantitative skills audits and qualitative leadership interviews to identify capability shortfalls
- **Cultural Readiness Assessment:** Applied psychodynamic principles to understand underlying resistance patterns and change capacity

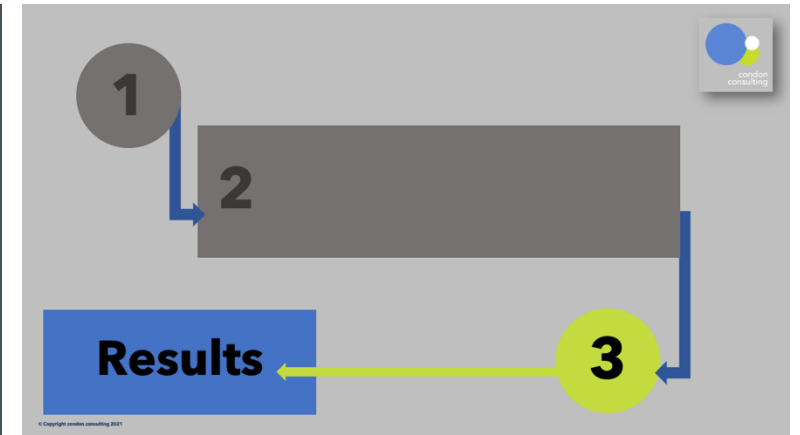
Phase 2: Blueprint Development (Weeks 5-8)

- **Future Organisation Design:** Created a blueprint for matrix-based structure enabling cross-functional collaboration whilst maintaining operational excellence
- **Capability Building Roadmap:** Designed integrated learning architecture combining technical upskilling with leadership development
- **Change Leadership Framework:** Established governance structures and change champion networks aligned with psychological change models

Phase 3: HR Enablement & Implementation Planning (Weeks 9-12)

- **Internal Capability Transfer:** Equipped HR team with tools, frameworks, and methodologies for ongoing transformation management
- **Implementation Sequencing:** Developed phased approach balancing operational continuity with transformation momentum

Step 3: Implementation Process



IMPLEMENTATION PROCESS

Structural Transformation: The new organisational model introduced three parallel structures:

- **Operational Excellence Streams:** Maintained efficiency in core manufacturing processes
- **Innovation Networks:** Cross-functional teams focused on sustainable product development and digital automation
- **Transformation Governance:** Executive steering committee with clear decision-making protocols

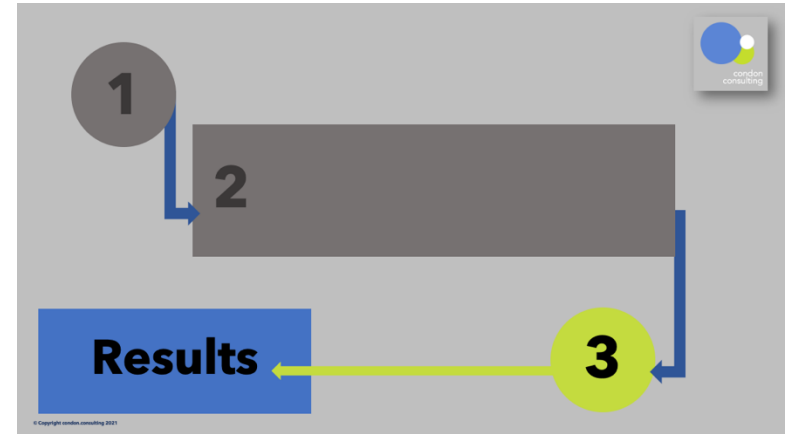
Capability Development Programme:

- **Technical Upskilling:** 180-hour learning pathway covering digital manufacturing, sustainability metrics, and agile methodologies
- **Leadership Evolution:** 40-hour programme for middle management focusing on matrix leadership, change communication, and systems thinking
- **Change Champion Network:** 25 selected leaders received intensive training in psychological change support and organisational development

HR Enablement:

- **Transformation Toolkit:** Comprehensive suite including assessment templates, capability matrices, and change communication frameworks
- **Coach-the-Coach Programme:** 6-month intensive development for HR business partners to become internal change facilitators
- **Performance Management Redesign:** New metrics balancing operational performance with transformation outcomes

Results & Outcomes



RESULTS & OUTCOMES

Quantifiable Improvements (12-month post-implementation):

- **Organisational Agility Index:** Increased from 2.1 to 4.3 (5-point scale)
- **Innovation Pipeline:** 300% increase in cross-functional project proposals
- **Employee Engagement:** 28% improvement in transformation-related survey metrics
- **Leadership Capability:** 85% of middle managers achieved target competency levels
- **Time-to-Market:** 35% reduction for new sustainable product launches

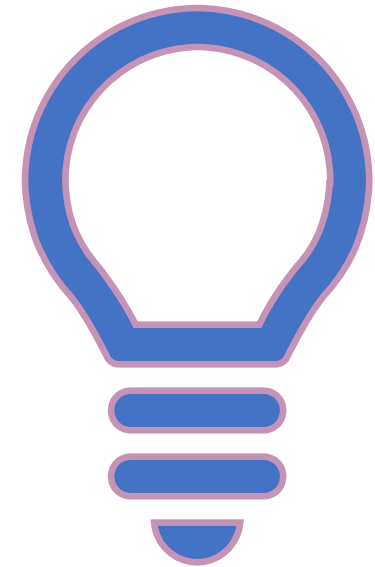
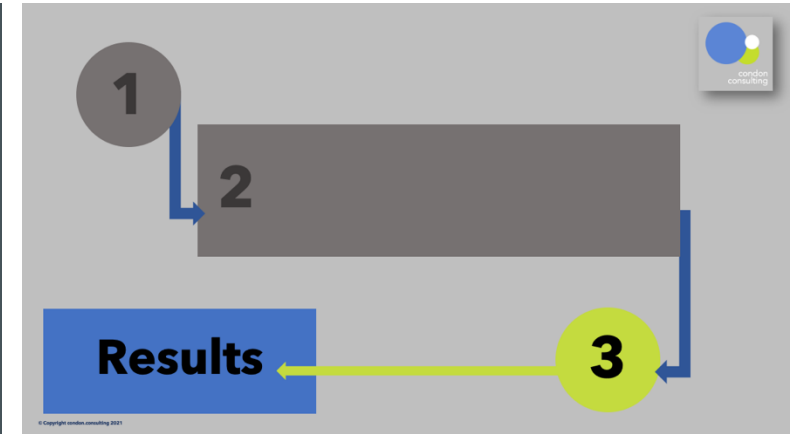
Qualitative Transformations:

- Shift from hierarchical to collaborative decision-making culture
- Enhanced psychological safety enabling innovation and risk-taking
- Improved cross-divisional communication and knowledge sharing
- Stronger alignment between individual roles and strategic objectives

HR Capability Enhancement:

- Internal HR team successfully managed subsequent organisational changes independently
- 90% of transformation tools and frameworks remained in active use 18 months post-engagement
- HR became strategic partner in business development rather than purely administrative function

Key Learnings & Insights



KEY LEARNING & INSIGHTS

Critical Success Factors:

- **Parallel Structure Approach:** Maintaining operational excellence whilst building innovation capabilities required sophisticated organisational design
- **Psychological Change Support:** Understanding emotional and cognitive aspects of transformation proved as important as structural changes
- **Leadership Capability Investment:** Middle management development was cornerstone of sustainable transformation
- **Systems Integration:** Success depended on aligning structure, capabilities, culture, and governance systems

Industry Trends Applied:

- **Matrix-Plus Model:** Combined benefits of matrix structure with clear accountability frameworks
- **Capability Ecosystems:** Developed internal and external learning networks for continuous development
- **Agile Governance:** Implemented decision-making frameworks enabling rapid response to market changes

KEY LEARNING & INSIGHTS

Organisational Development Principles:

- **Systemic Thinking:** Addressed interdependencies between structure, capabilities, and culture
- **Evidence-Based Design:** All interventions grounded in organisational psychology research and proven frameworks
- **Sustainable Change:** Focused on building internal capacity for ongoing transformation management

Methodology Framework





An approach which integrated multiple proven methodologies:

Theoretical Foundation:

- Systems-psychodynamic organisational analysis
- Kotter's Change Management principles
- Capability Maturity Models
- Adult Learning Theory applications

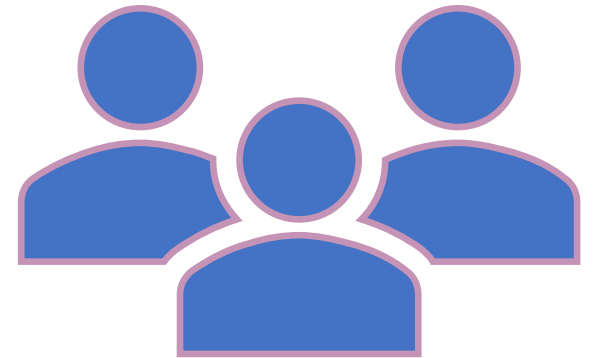
Assessment Tools:

- Organisational Capability Assessment Framework
- Leadership Competency Diagnostic
- Change Readiness Index
- Cultural Systems Analysis

Implementation Methodology:

- Phased transformation approach
- Pilot-scale-embed cycle
- Continuous feedback loops
- Stakeholder engagement protocols

Team Expertise & Experience





Lead Consultants Profile:

- MA Organisational Development
- 20+ years manufacturing sector transformation experience
- Specialist in systems-psychodynamic organisational change
- Published researchers in organisational capability development
- Senior organisational psychologists with industrial/organisational specialisation
- Change management specialist with manufacturing sector focus
- HR development experts with transformation methodology expertise
- Process improvement consultant with lean manufacturing background

This case study demonstrates our capability to deliver comprehensive organisational transformation addressing structural design, capability development, and change enablement whilst building sustainable internal capacity for ongoing evolution.



WE WORK BROADLY AND DEEPLY

WE PARTNER WITH CLIENTS TO CREATE
NEW CAPABILITIES WE HELP LEADERS,
TEAMS AND ORGANISATIONS FLOURISH



WE PARTNER
WE EXPLORE
WE REFLECT
WE DEVELOP

WE DESIGN CONSULTANCY
PROGRAMMES THAT
STRENGTHEN INDIVIDUAL AND
ORGANISATIONAL PERFORMANCE