

# Change Management for a National Health Insurance Company

## SITUATION

H+A worked with an organization that was encountering challenges with implementing a new enterprise-wide business strategy. Though the strategy was sound from a technical and structural perspective, employees were having difficulty making the shift to the new way of working. The client cited issues like disagreement about the vision for the business strategy, brand confusion, and unclear decision making processes.

## SOLUTION

H+A conducted a collaborative, whole system assessment of the change management issues affecting the enterprise business strategy. Key project activities included:

- Data gathering: H+A conducted interviews with the executive team, administered an employee survey, and held a series of focus groups to gather feedback about the business strategy.
- Team guidance/coaching: With the data gathered, H+A worked with an executive sponsor team to create an assessment of the situation. With the client, we identified the need for more robust and comprehensive communication, change management and learning strategies.
- Collaborative work sessions: Finally, we used collaborative work methodologies to determine the desired future state for the business, identify the change management issues that had to be addressed to achieve the desired future state, and create a strategy and action plan action for the change strategy initiatives.

## RESULTS

Project outcomes included:

- An organization-wide assessment of the change management and leadership issues related to the business strategy
- Based on the assessment H+A worked with leaders to develop:
  - A change strategy, including prioritized initiatives, and action plan to support the business strategy.
  - Recommended areas of focus for leadership development to support the business strategy.
  - Executive and employee buy-in for the new business strategy increased because people had an opportunity to express their concerns and challenges, and be a part of creating solutions.