

Change Management for the University

*It is neither the strongest species that survive, nor the most intelligent,
but the ones most responsive to change.* Charles Darwin

The Request

In March 2008 S&N International was contacted to design and facilitate a university for one of our International customers.

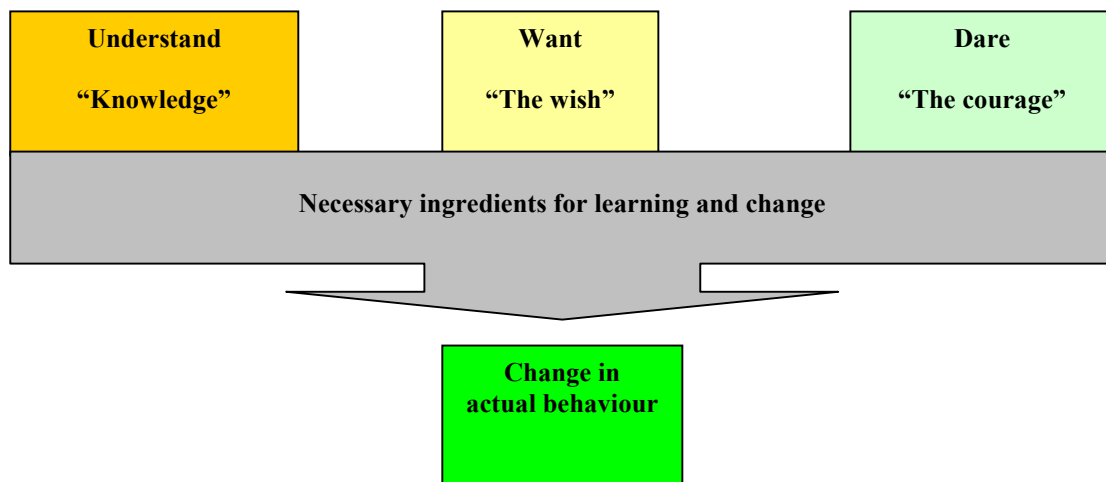
Our client is a division of a major Italian multinational group working in the rubber industry with a global network focused on the design, manufacture and distribution of fluid conveying rubber/metal component, assembling machines and systems for high pressure hydraulics and oil & marine applications. This group was established in 1935 and has its headquarters in Milan.

Our client is a leading international distribution group, serving all sectors with a complete range of high-quality hydraulic connectors and related services. It operates many Service points in several countries, such as France, The Netherlands, Argentina, and eastern European countries. The aim is to establish their own Service Points worldwide and expand market share.

The core of the request was change management. Our client needs to grow and expand their current activities. A consistent customer focussed service needs to be set up across the Service Points. The knowledge and skill level of the Service Point management needs to be increased. There should be dialogue and understanding across all Service Points. Our client must be recognised as an international quality brand. Creating the university will ensure this consistency in the overall approach, business models and service models.

Our Approach

Participants will be given all the relevant knowledge throughout the course of the university. However for change management to succeed we must ensure that the desire and courage is instilled to take this knowledge and use it to grow and develop their company. We therefore support participants in assembling the necessary building blocks in the learning process:



- ❑ Participants need to understand the content.
- ❑ Participants need to be willing and motivated to change their ways.
- ❑ Participants need to develop the self-confidence and courage to actually do it.
- ❑ Only then can participants actually change their behaviour and way of working in the workplace.

S&N International looked at the possibilities for creating the structured efficiency and common approach across the service points that our client was looking for. The result was a university that will offer three modules to the service point managers:

Module 1: Business Management

Module 2: Standards and Procedures

Module 3: Products and Applications



S&N International came up with an original proposal for the modules. However it was a conscious decision to make the design of the different modules of the university an interaction between our clients management, their Italian head office and S&N International. For example S&N International **asked** the client to provide examples of business cases which could be used in exercises in each module. In this way modules stay very close to the work reality of the participants. This pooling of knowledge and expertise has ensured a true understanding for all parties involved of the issues and requirements in getting the content of the modules absolutely right.

S&N International trainers and designers also met stakeholders for a day in Milan to discuss in detail the content of Module 1. A very beneficial platform on which to agree and get buy in from all parties on the direction, overall vision and content of the university.

This meeting in Milan led to a further two day workshop in Amsterdam. Our client sent senior and Service Point managers from Holland, France and Eastern Europe to meet and brainstorm on the their vision and strategy. Our meeting in Milan had triggered a need for them to have a clear and common understanding of what they require to function most optimally and reach their vision and goals for the future.



It was a very useful workshop which S&N International facilitated, helping unite the initiatives from all those present and build team spirit as a forerunner to the actual roll out of the university modules.

The Result

Through a close working partnership with all parties, S&N International has now produced the 3 modules for the university and Module 1 will commence in early 2009. After the discussions regarding Module 1 all parties recognise that there must be an ongoing dialogue evaluating the results of the first delivery of Module 1 and further discussion on the content of Modules 2 and 3.



There is much optimism that the university will flourish and become a successful ongoing venture for our client and S&N International. In the long term our client hope that their managers will (after training from S&N International) be able to take up the role of trainer to pass on the university learning throughout the entire organisation.

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