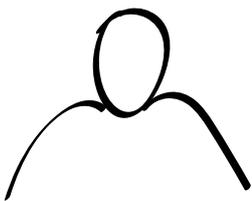




OBJECTIVE

MAKE LEADERS MORE BUSINESS MINDED, PRO-ACTIVE AND STRATEGIC



SOLUTION

CELEMI DECISION BASE™
CELEMI APPLES & ORANGES™

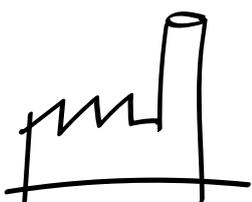
MAKING COMMERCIAL ACUMEN A PART OF THE STRATEGY

Celemi Solution Provider KMSI, one of Asia Pacific's Leading Provider of Business, Financial, and Sales Acumen, Australia, helped a large Government Owned Corporation (GOC) – a Water Utility - overcome a number of tough challenges.

A learning program was put in place. Management decided to extend the program that was delivered, to also broaden capabilities of the leadership group. The initiators were also eager to understand the differences in motivation and drivers in the workforce.

MAIN OBJECTIVE: DEVELOP LEADERS

The management team set out to grow leaders. The main aim was to strengthen their commercial acumen. Underpinning this was moving from a public service mentality to a more commercial mindset. Leaders and employees would become more business-minded, more pro-active as well as



COMPANY

LARGE GOVERNMENT OWNED CORPORATION, THROUGH KMSI – PARTNER

more strategic through planning.

Hence, the learning program team set forth to entice new behaviors, enhance trust among leaders - making them more connected and collaborative. Other behaviors to stimulate, were to make leaders more driven, motivated, and efficient.

TOWARDS HIGHER CUSTOMER COMMITMENT

The program would lead to a higher customer commitment, a more performing culture, and a stronger commercial focus.

It would foster innovation and creativity. Furthermore, a goal was to be able to discern a higher operational efficiency – and last, but not least – to drive shareholder returns.

The Deputy CEO turned to Rob Wells, KMSI, to find a solution. Wells proposed and put together a curriculum containing consulting, change, and a learning journey enclosing Celemi Business simulation Tools Apples & Oranges and Decision Base. Those were chosen for the executive team as well as the field workforce.

The entire solution consisted of three phases 1) a Pilot, 2) an Implementation Phase and 3) a Sustain Phase.

SUCCESS FACTORS

Regular communication through the intranet and social networking proved to be key to overcoming resistance in the organization. The core team communicated regularly.

The fact that the executive team was highly involved was also paramount.

Project testimonials made by the field about efficient improvements driven from the self-discovery learning process of the business simulation tool were collected and used with good results.

Another success factor was linking the program to other initiatives such as the culture program and leadership development program. This proved helpful in understanding the differences in motivation and drivers among people.

OUTCOMES AND RESULTS

Overall, the project got high praises, as there were both tangible and intangible outcomes.

Concretely, by engaging the workforce a number of significant proposals that got prioritized for implementation were produced.

Other noteworthy outcome highlights were that, thanks to the commercial awareness program, three cost neutral implementation initiatives were undertaken. Those actually exceeded the cost of the learning program itself.

Furthermore, to justify improvement initiatives, a simplified business planning template was implemented.

Management also senses that the culture has become stronger.