

ReBirth!

CHANGE MANAGEMENT PROCESS

ALERANT ZRT.



CLIENT

Alerant is a Hungarian based medium-size company, providing software development solutions for large enterprise clients.

The active social life, the employee satisfaction and the continuous development of competencies are essential for the company. These values are the reason that the development process is came to life.

STARTING POINT

Even if the company has had excellent business results, the owners have experienced problems affecting people. The shortage of resources has intensified and fluctuations have emerged, which was not typical before.

The aim of the organizational development was to motivate colleagues, to attract new employees and to enhance the presence of the employer.

35 ppl
INDIRECTLY
CONCERNED
EMPLOYEES

9 ppl

KEY EMPLOYEES OF THE
CHANGE MANAGEMENT
PROCESS (REBIRTH TEAM)

2 ppl
LEADERS

PARTICIPANTS

The total number of employees

46

THINK
OUTSIDE
THE BOX

PREPARATION

PREPATATION

Planning, organizing, communication

May-june of 2018

The professional planning of the project, working up the cooperation with the client, planning the withdraw of the participants, laying down the main points of the process and defining the organizational communication.

The **ambassadors** who were responsible for leading the project inside the company have assigned and **weekly status meetings** have introduced during the preparation.

1

2

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PROJECT

MEASURING

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Network research and employee satisfaction survey

June-july of 2018

To chart the key employees we used a **network research** tool provided by CX-Ray. The aim of the research was to define the Rebirth team which was responsible for the culture change inside the company.

For the **employee satisfaction survey** we used the system of Quantifed, which has generated an extensive activity, with almost 90% participation rate inside the team. The impact of the tool has showed not only the number of participants, but the tangibility of the individual opinions.

INTERVIEWS

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Individual- and focus team interviews

July-august 2018

The individual (12 person) and team interviews (4 person) had **dual purpose**:

1. Refining and deepening the results of the online surveys
2. Getting acquainted with the non-covered organizational topics, eg.: management culture, strategy and vision, HR processes, characteristic of organizational culture.

Nevertheless in many cases the colleagues who were sceptic about the project became more inquisitive and confident.

PROJECT

4

HR generalist in the company

July of 2018

One of the main reason and result of the process was to build the HR role. Based on the size of the company this step was not necessary, but the characteristics of the sector, the growth potential of the company and the low focus of the recruitment processes have made it reasonable.

One of our principle as a consultancy agency is to help our clients to build a continuously and individually operable change.

HR RECRUITMENT

5

FEEDBACK

Feedback of the results, proposal making September of 2018

This phase of the project included 4 steps:

1. **Sharing with the management**
2. **Working up the rebirth team:** the leaders requested the participants one by one to be the part of the team, highlighted the key role of them in the company's life.
3. **Sharing with the rebirth team**
4. **The withdraw of the full employment team** was performed by the HR generalist.

FEEDBACK

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DEVELOPMENT

DEVELOPMENT

The task of the rebirth team

Continuously from September of 2018

From the Rebirth team was found there was 3 workshops for now and many **team level processes** started off.

1. workshop - Structuring and prioritizing the feedback results, **performing the focus areas**
2. workshop - Formulating and shaping up the **exact tasks**
3. workshop - Setting up a new organizational forum for **resource planning**, shaping the topics and roles



CHALLENGES

„Coming together is a beginning;
keeping together is progress;
working together is success.”
// Edward Everett Hale

ONLINE AND OFFLINE OPERATION

The team of 11 works project based, frequently in different locations, therefore the workshops and the technical challenges were hand in hand. To invite everybody in one space at the same time was manageable mostly virtually, causing a real technical challenge by the facilitation of the workshops.

ALWAYS THE NUMBERS

The need for numbers was considerable from management side and from key employees as well. Therefore we used every possibility (e.g. the analyzing phase) to highlight the numerical interpretations.

LEADER ROLE

During the process as consultants, we experienced the unclear roles and the undefined responsibilities as well.

NEW HR

The newness and incomprehensibility of the HR generalist role was sensible in the organization.



RESULTS

WHAT WAS THE IMPACT OF THE DEVELOPMENT FOR THE ORGANIZATIONAL LEVELS?

The most important impact for the management was the importance of HR role and the power of employee withdraw in the process.

For the HR the impact of the workshop method was the most considerable.

For the members of the Rebirth team the most significant was their impact of the topics that served a base for the development.

WHAT ARE THE EXACT RESULTS OF THE PROCESS FOR NOW?

Based on the focus areas of the development the exact goals has set and inner development team was found to achieve them.

Regular performance evaluation and the conscious integration of its results into resource planning have started.

The group of the key employees has evolved, who could be the future mid-level managerial layer.

The conscious resource needs has ensured thanks to the reconsidered recruitment process.

The professional knowledge sharing has reborn where the employees can reach new informations and competencies regularly.



TESTIMONIALS

Gábor Darmai, CEO

„The organizational development gives a structure and frame for the change. It shakes up the team, helps thinking about ourselves and splits the team out of the "threadwill". It gives consistence: we cannot consider the exact road, but we are sure that we achieve an improved operation. The collaboration based on trust and openness from both side. The agency cares with us and we get appropriate solutions shaped in our company.“

Henrietta Bencze, HR generalist

„The collaboration with Valoro is effortless. They pay attention to the real needs and serves tailor made solutions. All the topics connected to the rebirth program are welcomed from team-side, thanks to the well prepared process from Valoro.“

Attila Horváth, technological deputy manager

"The tool Valoro used to measure satisfaction is truly innovative and the results we have gained from it have refined our existing knowledge or feelings of our company. The company has "cheered up" and the process moved the management and the core team out of the still water. "

Zoltán Nagy, lead developer

“With their help, we started to work with the internal problems that were slowly but surely damaging our operations. Our strengths became more pronounced and explicit. They approached the tasks with determination and purpose, the workshops were very useful and productive. Without them, these processes would end slowly and with less result.”

Ákos Zsíros, lead developer

„A communication and brainstorming has started between the management and employees, that has never been before.“