GENERAL FACTSHEET

ABB's change management model - i2i©

Significant business improvements come from effectively managed business change. ABB's i2i approach is well proven for managing successful business change programs.

Significant improvements in business performance can be achieved through operational improvement. This doesn't happen by itself, but requires a well structured and managed change approach run by skilled consultants. ABB does this using our i2i approach which was developed based on our experience, but is grounded in the theory of many gurus and leading thinkers.

What we offer

i2i is based on ABB's experience of what works in an operating environment and was developed by experienced line managers. The approach is proven to work in practice in operating businesses. i2i considers all aspects of the business, involves all stakeholders and, crucially, delivers change that is sustainable. i2i operates 3 stages and considers 3 levels of an organisation. The 3 stages (the 3 i's) are:

- Investigate -understanding the opportunity to improve
- Implement - enacting the change through projects
- Integrate - sustaining the change

The 3 levels of the organisation are:

- Senior management - building leadership and ensuring strategic alignment
- Front line staff - delivering transformation projects
- Middle management - developing the organisational capability

The approach identifies where key operational improvements can be made and defines projects to be delivered as part of the program. Supporting work streams on leadership and organisational capability are progressed in parallel to ensure improvement projects are aligned to business strategy and are sustainable.

The investigate phase looks at both quantitative data (business metrics) and qualitative data (business practices). A strategy workshop completes the phase by agreeing the improvement projects that will be delivered in the next phase.

The implementation phase is the structured execution of the appropriate range of improvement projects. Projects may include manufacturing improvements (possibly utilising ABB's 8 step process), competency development, strategy alignment etc.

Integration is shown as the final stage, but from the outset we jointly take actions with our clients that affect the sustainability of the changes implemented. Throughout the whole process ABB transfers skills so that our clients enhance their capability to keep moving forward once we have completed the program. ABB helps leadership teams act as true teams and be clear about the strategic direction that they need the rest of the business to help implement.

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Above: i2i© model of change management.

i2i deliberately places the front line employees on the next level as a way of demonstrating that these people are directly responsible for delivering the strategic goals and they work on projects that will have immediate impact on the delivery and bottom line performance, e.g. increased output, reduced waste.

The third level is perhaps the most important of all. As middle management they are responsible for "Creating organisational capability". What does this mean? To us it's about ensuring that those employees on the front line have the systems, skills and ability to deliver to their customers and achieve the strategic direction as set out by the leadership.

ABB's approach means developing the capability of the middle management through training, development, coaching and mentoring. Additionally this group should be the unified team, across all functions that monitor, review and analyse performance in the medium term, taking appropriate action as soon as possible without recourse to the senior leadership team. This level is the organisational powerhouse that drives the business forward - along the strategic direction set by the leaders and delivered by the customer facing front line.

i2i needs to be delivered by skilled and experienced consultants and line managers, supported by other tools and techniques of change management, e.g. 6 sigma, lean etc. The process is important, but it is the experience of the people running the process that makes it successful.

i2i is typically applied to broad operational improvement programs, but can be applied at any level or into any specific business function.

Benefits
Successful application of i2i will deliver:

- Significant business improvements - the worth can be many millions of pounds
- Improvements in key operational measures - e.g. waste reduction, quality improvement
- A more capable and empowered organization
- Sustained business improvement
- The alignment and involvement of all stakeholders
- Effective systems that support, not burden, the organisation

Why ABB?
- Our experience of leadership in operating businesses
- The track record of our approach
- The transfer of skills to our customers to promote sustainability.
- Efficient access to a broad range of relevant technical experts that can support problem solving
- A problem led approach - rather than solution le

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