



RESTORING THE JOY OF MOTION™



## CHANGE MANAGEMENT: DEPUY

This global orthopedic leader was preparing to introduce Lean Transformation. CVC was initially engaged to develop rollout communication. Instead we persuaded leadership of the value of assessing associate readiness before developing the communication messages, methods and tools. We conducted Disarming Interviews®, a CVC-developed style of interviewing that promotes more candid responses than interviewees may have intended to provide. In these assessment sessions and interviews, we focused on perceptions about local site performance (legacy of strength), associate trust in leadership, site leadership trust in the company, attitudes toward change, formal/informal communication methods, current concerns (to build a burning platform), and success models for other initiatives at the site (to emulate). Following our assessment work, we developed an array of communication strategies:

- **Initial message development.** We provide the positioning statement, core message, and the promotional theme, with individual message planning for leaders and for associates.
- **Tactical communication channel planning** (both formal and informal).
- **Out-of-the-ordinary rollout messaging and tools.**
- **Enterprise and Site Leader coaching.** It doesn't matter if the plans for message deployment are flawless if the presenter isn't. Our CEO has over three decades' experience coaching CEOs and senior leaders, political leaders, even professional speakers.
- **Collateral Media.** We have core competencies in the development of the videos, PowerPoint, associate takeaways, new-and-absent associate orientation support tools, push communications and website storytelling.
- **Performance actualization tools.** We have seen many companies fall down with change management training that is divorced from the initial messaging. That's why we are such a valuable partner, because we have proven capabilities to create and deploy the communication AND design and develop highly-engaging, highly-interactive performance actualization tools...self-paced, online training.
- **Critical Conversations.** We are very comfortable in the C suite, guiding and holding critical conversations to assure leader alignment.
- **Knowledge capture.** Corporate memory only goes so far if it is not purposely captured. Using our proprietary StorySaver® process, we capture and transfer the lessons from the transformation...for the next transformation.