



# Case study:

## Pipeline



### The Organization

Canadian-based pipeline company recently acquired and now operating as a stand-alone company for the first time.



### The Project

Assess people risk for future phases of an already implemented ERP system. Implementation did not go smoothly and resulted in additional unbudgeted hiring and misunderstanding of required process changes.



### Key Challenges

- Rapid growth and mass hiring, as a result of both establishing an independent organization and executing on the pipeline expansion project.
- Rapid growth makes it difficult to establish and maintain the vision, values and consistent cultural fabric.
- Leadership gap exists between Executive team and front-line teams.
- Strategic priorities are unclear, making it difficult for employees to know what to focus on.
- Leaders are in need of support and guidance to better understand their role in how to lead through change.
- Accelerated pace, heavy workload, long hours and resource constraints have brought employees to the point of exhaustion and stress.
- While HR department is expanding to accommodate and support the growth, it is still in the early stages of maturity relative to handling this volume of recruitment and related organizational change.
- ERP system is intended to be a critical enabler to becoming a more efficient and streamlined organization and will necessitate the alignment of people, process and technology to organizational strategy.
- Any Organizational Change Management efforts that currently exist are tactical in nature.
- Desire to build internal capability for leading, managing and measuring change is recognized as a long-term goal, but timing must be right and resource constraints must be addressed.



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### Our Approach

- Gather People Risk data for Phase 1 implementation of the ERP system using project documentation as well as interviews with key leaders.
- Assess people risk against 13 critical success factors in change and provide report to key sponsors.
- Host multiple “Leader as Sponsor of Change” workshops with key leaders, leaving them with a toolkit and practical skills to help them lead their people through the ERP change.
- Develop Desired State for future phases of ERP implementation, with metrics for success.
- Align ERP SteerCo to the Desired State and ensure people risk is being discussed and mitigated.



### Key Outcomes

- 01** 3 successful leadership learning sessions.
- 02** Development of Desired State “goal posts” for future phases of implementation.
- 03** Development of process for escalating people risk to the Steering Committee.
- 04** Addition of change support for the roll-out of a Contract Management System due to success in ERP support.