

MGCG's Change Management Practice

Marcus Goncalves Consulting Group (MGCG) believes that one of the most important roles of a leader is to put the business and market strategies in place and then influence and direct the business to ensure the goals and objectives are met. Trying to keep up with the constant pace of change makes this a tough challenge. Thus, MGCG's well defined Change Management Strategy (CMS) focuses the organization on a winning game plan and the process of change.



The CMS strategy, based on the *Knowledge Tornado* methodology of MGCG enables leaders to anticipate the future, balance organic growth with acquisition growth, and put in place an effective strategic measurement system that provides a real time method to perceive organizational performance in the mist of change.

Change Management Consulting Methodology

Our methodology offers assistance for managers, internal consultants, project teams, or anyone responsible for planning or facilitating organizational initiatives or change processes. At MGCG, we are aware that certain facts regarding the nature of change in an organization are constant, regardless of the purpose or scope of the organizational initiative. To successfully deal with these facts, the management team responsible for the transition must address the following questions:

First Stage:

- Do you, as the management/transition team, have a clear and shared view of the future?
- Where are your views fuzzy?
- Where do you conflict in your views?
- What do you need to do to resolve these conflicts and fuzzy views in order to maintain a stable vision of your future?

Why? Because successful transitions require leaders to communicate a clear image of the future.

Second Stage:

- What do you consider to be the right behaviors during this transition? From your managers? From yourselves? From others impacted by the changes?
- How can you encourage these behaviors and extinguish the behaviors that are counterproductive to the change?

Why? Because successful transition management requires systems that support the desired changes, such as rewarding people for the right behaviors.

Third Stage:

- Which parts of the new systems, culture, and processes are most critical to your success?
- Which parts are less critical, and thus negotiable?

Why? Because some aspects of the transition are more critical to success than are others

Fourth Stage:

- Which aspects of the change are likely to cause the most "heartburn" in those who must approve the changes? Which aspects are they most likely to support?
- Which aspects of the change are likely to cause the most "headache" in those who are impacted by the changes?
- Who is likely to lose what from the changes?
- Do you expect resistance from those who will lose something from the change?
- What do you think the resistance might look like?
- How will you handle this resistance if it occurs?

Why? Because some resistance is inevitable.

Fifth Stage:

- What are your highest priority developmental needs to ensure the success of this transition?
- What do your people need to learn/acquire across the board at every level of your organization?
- What are the level-specific developmental priorities?
- How will you address these priorities? Through coaching? Training? Some other strategy?

Why? Because change requires people to acquire new knowledge and skills.

Change Management Services

For over a decade, MGCG has joined with clients around the world to create outstanding, break-through organizational performance. As described below, we offer assessment, training, and organizational development products and services in change management. However, because we know that organizations are complex, multidimensional entities, our approach to addressing clients' needs is similarly multifaceted and versatile, relying on knowledge, project and risk management practices as well.

When entering a new client relationship, we first examine the company's needs then work with the client to choose which interventions will yield the greatest value. In a typical project, we might offer several different products or services, fully customized to meet the company's unique needs. Our team of expert consultants is prepared to work creatively together to provide the combination of services necessary to achieve exceptional results for each and every client.

Assessment Services

Our assessment services and tools help organizations identify needs and craft solutions that deliver bottom-line results with tangible return on investment (ROI). We can help you assess your organizational performance, training needs, team development needs, and corporate culture.

Every good solution begins with a clear understanding of the problem. Every worthwhile change begins with a clear grasp of the opportunity. Unfortunately, the problems and opportunities of today's business environment are often overwhelmingly complex. We can help you make sense of the complexity. Our diagnostic services help you determine your company's real needs and craft strategies for change that will deliver bottom-line results. These services include, but are not limited to:

- **Organizational or Work Group Culture Assessment** - A method for appraising how the history, norms, assumptions and values of an organization or work group may be affecting performance and results.
- **Performance Analysis** - A process for evaluating how to achieve optimal performance from the people in your organization. This diagnostic service will help you target specific areas for performance improvements as well as foresee new opportunities for increasing productivity.
- **Performance Analysis Tool Kit** - A set of tools that help you identify areas for performance improvements as well as opportunities for performance growth. You can purchase this tool kit to use on your own or with our help.
- **Team Development Needs Assessment** - A method for identifying team development needs based on the team's goals, structure and function.
- **Training Needs Assessment** - A process for determining the knowledge and skill needs of functional groups, individuals or teams in your organization.

Training and Development Services

Organizational excellence requires access to cutting edge knowledge and skills plus talented employees who are eager to learn and use them. This is why companies spend millions of dollars each year on training. Wouldn't you like to increase your organization's return on this huge investment? MGCG can help you do just that. We offer one-on-one train-to-trainer workshops, instructional design tool kits, action learning services, and more.

Organizational Development

Effective organizational performance requires the careful alignment of people, processes and structures at all levels of the company. Since you are an integral part of your own organization, you may have difficulty unraveling the systems that comprise it. We can help you see the patterns and processes underlying your organization and determine how to leverage and develop them for success. Our services include team development, human resources design, leadership coaching, and change management services.

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- **Executive, Manager and Leadership Coaching** -

Our highly trained and experienced professionals provide one-on-one performance coaching to high-level managers and executives. We can focus on performance coaching or a broader range of developmental skills coaching, and our services can be provided face-to-face or via teleconference, video-conference, or Web-seminars. We measure the results of our coaching services to ensure a return on investment

"I was impressed with the enthusiasm of the instructor and the quality of the presentations, practical exercises and course materials."

Alexandre Quadros
Systems Manager for SA
Terra-Lycos

- **Team Development** - A wide range of services for building and maintaining productive teams, including the design of effective team structures, team performance evaluation, and team training and education.
- **Change Management** - We offer assistance for managers, internal consultants, project teams, or anyone responsible for planning or facilitating organizational initiatives or change processes.
- **Leadership Development** - We offer a unique executive leadership development process that provides leaders and leadership teams personal knowledge and skill development while, at the same time, assists them in carrying out an actual business or organizational initiative within their organizations. The process includes leadership style assessments, personal executive coaching, and instruction on best practices in leadership and change strategy, and consulting on an actual initiative or program.
- **Human Resources Design** - A set of services for helping with the redesign of Human Resources Departments. These services are targeted towards Human Resources departments that desire to become more strategic in their partnerships with their organizations.

About MGCG

At MGCG, we select our clients carefully, and we work with the best of the best! During our 14+ years professional experience, we have built our small, boutique-like and distinctive consulting firm by focusing on a few clients at a time. This strategy has allowed us to continually provide unrivaled attention and service to our select client partners. Among our clients are companies such as Bank of Brazil, Royal Bank of Canada, Bayer, Dupont, CSX, World Health Organization, Boston University, University of Kent at Canterbury (UK), Fleet Bank, YPF, Sun Microsystems, Shell and many others.

Turning knowledge into action one client at a time – this is the mission of MGCG. And this mission directs and organizes all of our work. Whether we are enabling our clients to design a training strategy, assist them with team development, support them with a change initiative, advise them throughout the changing process or coaching their leaders, we offer our own knowledge without restraint and join it with theirs to create solutions with real value.