



PEOPLE AND CHANGE COMMUNICATIONS



About FTI Consulting



● FTI Consulting offices

Advisor to the **world's top 10** bank holding companies

\$1.4BLN equity market capitalisation*

Combines unparalleled **expertise** and **industry knowledge** to address critical challenges for clients

With over **4,600** employees, including 25% in EMEA, and offices in **28 countries**, our breadth and depth extends across every major social, political and economic hub **around the globe**

We are a **global advisory firm** that provides multi-disciplinary solutions to **complex challenges** and **opportunities**

47 of **Global Fortune 100 corporations** are clients

Advisor to **92** of the **world's top 100** law firms

Our largest industry groups are: Financial Institutions & Insurance; Energy, Power & Products; Healthcare & Life Science; Real Estate; Retail & Consumer; and Telecom, Media & Technology

Trusted advisors serving clients globally with **diverse expertise** and **exceptional credentials** including financial services executives, accountants, economists, former CFOs and strategists

*Total shares outstanding multiplied by share price as of 31st December 2015

Our Perspective

Leadership teams constantly strive to find sources of competitive advantage in order to build companies that are resilient, agile and equipped to succeed today and tomorrow. Change in business is a given, and people should be at the heart of any change management strategy.

We partner with our clients to identify and leverage the strengths that can make their businesses successful and more effective by harnessing the 'people-side' of the organisation to deliver results. It's about purpose, behaviours, and commitment.

We bring expertise in designing and implementing Change, Communications and Engagement programmes that empower employees, leaders and managers to be successful in times of upheaval and also in 'business-as-usual' situations.

BUSINESS EVENTS WHERE THE 'PEOPLE SIDE' MATTERS:

- Merger integrations
- Business strategy shifts
- Organisational change and transformations
- Cultural evolution
- Restructurings and efficiency programmes
- CEO/leadership transitions
- Talent retention

OUR FIVE POINT CHECK LIST:

- How prepared is your organisation for change?
- Are major changes necessary to meet your objectives?
- Are your leaders championing changes happening in the organisation?
- Do you have the skills needed to lead change?
- Can your current culture deliver on the new strategy?

Our Approach

Our approach combines experience, art and science. Many in the team hail from communications leadership roles across the Fortune 500 where we've led complex change and engagement initiatives from a communications, culture or HR perspective. Our change methodologies are also informed by the Prosci® Change Management model on which our global team has been certified.

From large-scale, organisation-wide programmes touching all employees, to discreet projects affecting only a few, our approach is client and audience-centric – because, quite simply, we don't believe that 'off-the-shelf' templates work. No two companies are the same. Cultures, people, and processes vary.

By enlisting FTI Consulting, you benefit from our understanding of different approaches and our experience with what works and what doesn't. Our approach brings tools and processes that enable us to understand your 'current state' and then we partner with you to define the 'desired state' and develop a roadmap to move from A to B. We facilitate, design and work with our clients to implement employee-facing initiatives to meet their business' demands.

We have experience across a range of industries including:

- Financial Services
- Pharmaceuticals
- Technology, Media & Telecoms
- Real Estate
- Energy and Utilities
- Professional Services
- Chemicals
- Industrials

**BUSINESS DOESN'T
DELIVER WITHOUT ALIGNED
AND ENGAGED EMPLOYEES**

19% of strategies fail because key internal stakeholders **do not understand**, commit to or follow-through on **key deliverables**.

FTI Consulting and Forbes Insights.

“An overwhelming majority of employees in the countries surveyed said that effective organisational communications can help them better master change (95%); better understand their roles (93%); gain confidence in the future success of their organisation (90%); increase the quality of their work (88%) and increase their loyalty (85%).”

FTI Global Employee Confidence Study. January 2016

“...companies spend more than **\$2 trillion** on acquisitions every year. Yet study after study puts the failure rate of mergers and acquisitions somewhere between **70% and 90%**.”

Harvard Business Review

“...few organisations pay **proper attention** to the **integration process** – that is, how the deal will actually work once all the **paperwork is signed**.”

Forbes magazine article; “Half of all M&A deals fail and what you can do about it”

Enabling Change

No matter how a company is transforming, getting people to behave differently is the key to success. Looking at each situation through the eyes of different stakeholders, we help companies understand and support the change required to reach their desired future state.

CHANGE IMPACT ASSESSMENT & MANAGEMENT:

Managing a transition from current to future state requires meticulous planning and reinforcement to achieve return on investment. We begin by assessing the impact a change has on each stakeholder segment to customise approaches that mitigate risk. We are experienced in developing and delivering transformation plans that work.



LEADERSHIP ALIGNMENT & MOBILISATION:

Getting leadership support is critical in achieving buy-in for change and motivating the organisation. The proven concepts and tools we use are highly effective in engaging employees at all levels.



CHANGE COMMUNICATIONS:

Key to successful transformations, an effective change communications programme helps stakeholders to navigate change by providing transparency, credibility and purpose. We help synchronise the rational and emotional elements of a transformation.



PROJECT MANAGEMENT OFFICE (PMO) & WORKSTREAM ALIGNMENT:

We ensure the delivery of critical transformation milestones by facilitating communications within the project team, supporting overall project communications and creating governance and operational mechanisms.



RESTRUCTURING SUPPORT:

Managing a restructuring requires synchronising complex internal communications and HR protocols while giving transparency and respect to those impacted. We provide both strategy and on-the-ground support for divestments, site moves, cost-outs or other activity that results in employee dislocation. We help clients manage through disruption to protect the business.



MERGER INTEGRATION COMMUNICATIONS:

A specialty of our change offering, we design and deliver engagement strategies and project milestone support in complex merger and acquisition (M&A) situations across multiple time-zones and cultures.



Engaging Employees

Employee engagement is embedded into the DNA of successful organisations. Research shows that a healthy corporate culture, mind-set, and employee engagement is critical for companies to reach their potential. Having agreed an action plan with senior stakeholders, we help align leaders, mid-managers and employees to galvanise commitment and propel a company forward.

CULTURE EVOLUTION AND ORGANISATIONAL EFFECTIVENESS:

Culture and behaviour form the cornerstones of an organisation. We identify 'what good looks like', defining the behaviours that will deliver on the business strategy and ensure the workforce is pulling together in the right direction.



EMPLOYEE VALUE PROPOSITION AND HR ANALYTICS:

We help clients understand what motivates their employees to help them attract, retain, and motivate good employees to achieve great results. We help you keep your best performers, and attract new talent.



VISION AND VALUES:

Articulating clear vision and values helps employees to understand how a company views itself and its opportunities for the future. We find the right positioning, tonality and words to ensure that employees understand how the job they do every day supports the business.



Have you considered:

- Is employee morale where it needs to be to tackle what lies ahead?
- Does your workforce understand the consequences of not changing?

MANAGER EFFICACY:

Management and leadership development is core to delivering performance. Engaging and equipping leaders and mid-managers to understand their responsibilities and contributions helps create a mind-set that drives results. We help managers cut through the noise to help their teams focus and deliver.



INTERNAL COMMUNICATIONS AND ENGAGEMENT PROGRAMMES:

Orchestrating effective strategic engagement programmes drives measurable business results. We live and breathe communications and we know what good looks like.



EMPLOYEE AMBASSADOR PROGRAMMES:

Winning the hearts and minds of your people drives sustainable benefits. We work with organisations to deliver Employee Ambassador Programmes that help drive understanding and acceptance of key topics. We help empower your people to become informed advocates for your brand.



Enhancing Execution

Change and engagement occasions should not be viewed as a short-term fix. It's critical to get them right considering the high levels of investment and risk associated with initiating any change. We provide guidance on the maturity of your communications function and effectiveness of your approach in driving engagement across the organisation. We can also advise on communications' functional design to help you adapt as your company's needs grow more complex.

BEST PRACTICE ASSESSMENT:

Significant experience has given us valuable insights into what works best. Assessing structure, rhythms, formats and channels, we define the most appropriate ways to implement an internal communications capability and change methodology.



MESSAGING ALIGNMENT:

If it's not the structure, it may be the content. Our employee-centric approach looks at existing and desired engagement levels to help ensure that an organisation's direction, development and drivers are fully reflected in the messaging and tonality of its communications.



GOVERNANCE STRUCTURES:

As an employee-enabling function, communications need to fully reflect how an organisation operates. We clarify key roles, responsibilities and decision rights to achieve the business objectives and make communications consistent and credible.



LEADER COMMUNICATIONS TRAINING:

Communication is a success factor for all leaders. Our internal training modules equip and enable leaders to become authentic communicators and potent change agents. We help define and enable benchmarks for communications excellence.



ON-BOARDING FRAMEWORKS:

Our HR-aligned engagement programmes ensure that new employees are fully integrated as soon as possible. We help foster rapid onboarding, helping new employees to quickly understand and execute in their new environment.



AUDIT & SURVEY CONSULTATION:

Gathering the views of employees is critical to understanding what's working and where employees crave action. Companies want to act on feedback – but this isn't always straightforward. We have unique, contemporary ways to identify employee perceptions, and help companies communicate their responses to feedback with credibility and conviction.





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EXPERTS WITH IMPACT

About FTI Consulting

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centres throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities. Connect with us at www.fticonsulting.com or on Twitter (@FTIConsulting), Facebook and LinkedIn. The views expressed herein are those of the author(s) and not necessarily the views of FTI Consulting, Inc. its management, its subsidiaries, its affiliates, or its other professionals, members of employees.