

Virtual Solution Drives Global Change at Multinational Corporation

CHALLENGE

When a large multinational corporation acquired one of its direct competitors, the leadership team of the new company had a narrow window of time to equip 27,000 employees affected by the merger with the tools necessary to navigate the transition. As a result, the Human Resources and Organizational Development teams focused on training a population of 1,038 managers across 20 countries. The plan was to quickly equip all of the managers with the change tools they needed so that they could then share what they learned with their teams.

SOLUTION

Linkage developed and launched an intensive one-day program—*Managing Organizational Transitions*—to train 30 internal facilitators who would then be equipped to train their colleagues. To accomplish this efficiently, Linkage delivered customized Train-the-Trainer webinars simultaneously to the global audience.

Following the webinar series, the facilitators received individual coaching from a Linkage Master Trainer over the phone to complete the certification process. They were then paired up with another colleague for their in-house deliveries of *Managing Organizational Transitions* to train the managers within their region.

The company continued to offer a condensed version of the training for several months online to the managers who missed the in-house sessions. Linkage's *Managing Organizational Transitions* course has since been integrated into the curriculum at company headquarters and is a part of routine training for all of the managers.

RESULTS

The solution equipped the manager population with the tools to facilitate the change process among their teams. It also brought two separate business entities together to better understand one another and to affect a positive change on the 27,000 employees impacted by the acquisition. The training helped engage and motivate cross-functional teams efficiently during a transition, and strengthen the intellectual capital and professional growth of their internal trainers, managers, and employees. This initiative also provided a repeatable and proven process to better address emerging business issues while continuing to drive business results.