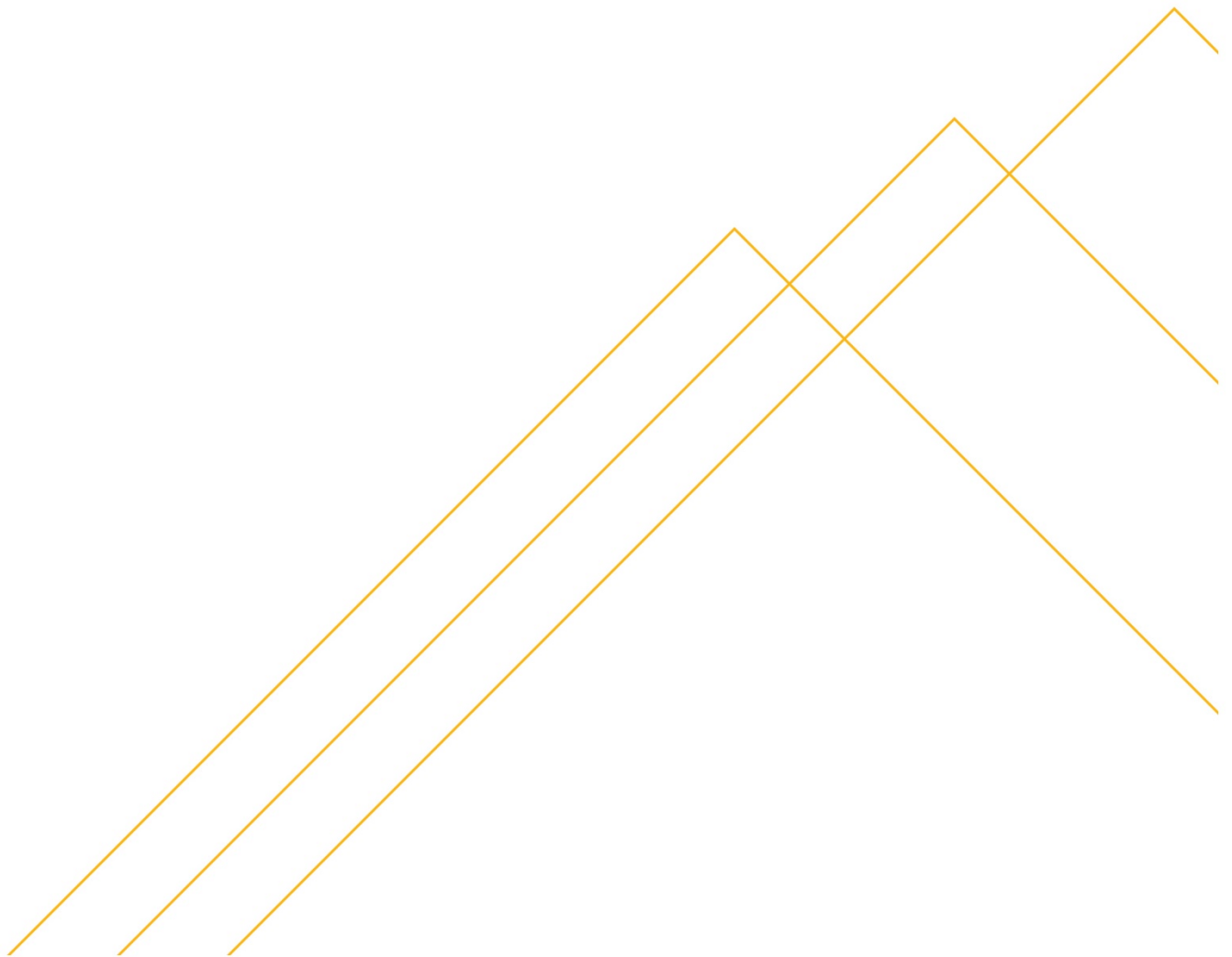


Change Management Services and Support

April 17, 2020



Overview

Organizational changes impact employees in multiple professional and personal ways. An organization's management of this change process often determines how and when employees accept or resist changes in their daily routines, working norms, team relationships and job responsibilities. Some employees may leave the organization voluntarily or involuntarily, so helping them manage through those changes effectively is critical to reduce productivity, customer retention, and reputational risks.

In addition, engaging the employees who remain is critical to avoid unwanted turnover and diminished capabilities. Crowe delivers change management services through flexible support options tailored to change impact, timing and magnitude, and the client's current change management capabilities.

Service Options:

- Designing operating structures to ensure the right people are in the right jobs in the right places
- Assessing employee performance, potential, culture fit, and retention priorities
- Designing a change management roadmap and implementation schedule including:
 - Assessing employee change impact and magnitude, and leadership readiness
 - Employee communication plan, calendar, content, FAQs, and management guidance
 - Leader and team change, transition and communication workshops and coaching
 - Cultural norm and talent management process realignment
 - Change playbook, toolkit, and recommendations
 - Customized onboarding plans when leaders enter critical new roles
- Assessing recruitment, development, and retention practices maturity and post-change alignment
- Designing financial and non-financial incentive plans and rewards strategies

Support Options:

- **Project Manager:** we partner with leaders to design and execute critical change strategies
Ideal for time-sensitive, high-stakes and transformational changes, (e.g. mergers and acquisitions, divestitures, turnaround) supporting a senior leadership team, or when the challenges of managing **significant change impacts** exceed client bandwidth or capabilities
- **Project Coach:** we build client capabilities through training, coaching, tools, and expert guidance
Ideal for building internal capabilities when the timing is flexible, or **when moderate change impacts** are somewhat greater than a client's internal capabilities
- **Project Team Member:** we provide an 'extra pair of hands' or perform a specific change role
Ideal for supplementing a high-performing client team seeking additional bandwidth or capabilities

Client Testimonials:

- "I had the pleasure of having Crowe as our consultant and true partner for a multi-site national M&A change management project. Their human resources capability analysis, practical change plan, and employee communications contributions were invaluable..." *Distribution Company*
- "The Crowe team are gifted business athletes, blessed with a rare combination of reasoning and analytical skills, while always maintaining a personable and poised approach..." *Venture Partner*
- "Crowe was persistent in achieving our goals, while exhibiting patience and diplomacy in implementing our ideas and processes. I recommend them very highly..." *Technology CEO*
- "Crowe are experts in recruiting, organizational culture, and post-merger integration..." *PEG MD*