

## Client Challenge

The client is a major telecommunications company with over 100 million subscribers and operating over 21,000 retail outlets comprised of direct-owned, exclusive third-party, and non-exclusive third-party locations. The company faced massive changes from several different angles. After recently completing a major acquisition and implementing the subsequent reorganization, the company was grappling with a global pandemic that continued to significantly impact customers, associates, and leadership.

The supply chain organization needed to pinpoint issues preventing it from operating as an efficient, collaborative team. Further, they wished to establish a shared language and common understanding of how best to achieve the team's objectives and goals.

## Parker Avery Solution

The Parker Avery Group was engaged to conduct a preliminary organizational alignment diagnostic. This work involved conducting over 30 interviews, administering an anonymous survey to impacted individuals, and facilitating several intensive workshops. Three internal cross-functional peer advisory groups were formed to gather insights and source solutions for the following focus areas:

- Clarification of roles, responsibilities, and process handoffs
- Establishment of communication standards for meetings, email, and other messaging
- Reinvigoration of a formalized work intake process to help better prioritize and manage job activities for the entire team

The initiative was supported by a program governance team, who were empowered to provide guidance and consent. Over twelve weeks, The Parker Avery Group facilitated work sessions with each peer-advisory group to navigate them through their solutions' ideation, recommendation, and refinement. Additionally, Parker Avery provided risk mitigation plans and tactics to minimize potential roadblocks to new ways of working.

## RESULTS



ROLES AND PROCESS  
HANDOFFS CLARIFIED



COMMUNICATION  
STANDARDS DEFINED



TEAM EFFICIENCIES  
ACHIEVED

The effort allowed the client to build the needed programs by leveraging the company's expertise and insight, with Parker Avery guiding the client in identifying and crafting viable solutions. This client-steered approach ensured a sense of team ownership and commitment as well as minimized the 'change resistance' factor. The organization is prepared to implement new ways of working as a cohesive, effective team.