



A kaleidoscope model of  
**change management**

**QUANT**<sup>™</sup>

## A kaleidoscope model of change management

**'Change'** is perhaps the single most difficult aspect which limits people and businesses in achieving their full potential. For a business to survive in a competitive market, it will need to do things differently in order to make a difference. This difference is something the organization needs to do to take a leadership position in their chosen market. However, most people resist change as it is perceived as a threat to their identity based on experiences, skills, beliefs and values.

***“Powerful and sustained change requires constant communication, not only throughout the rollout but after the major elements of the plan are in place. The more kinds of communication employed, the more effective they are”***

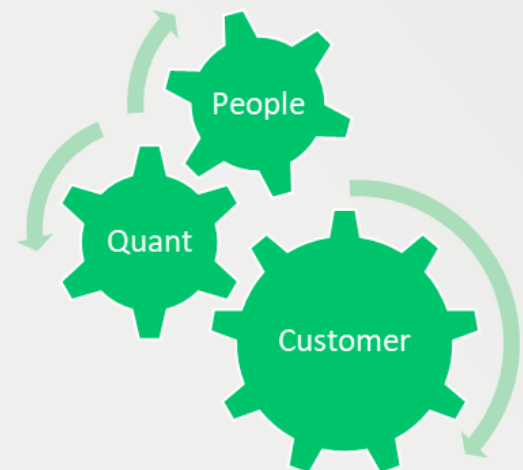
*– DeAnne Aguirre*

Yes, and that is a fact! A very important element of strong change management is communication. The way one communicates will also define willingness of people to buy in to the idea and get onboard with the team. Building the element of trust will make the individual feel comfortable to take the step forward to embrace change.

### Background:

Gulf Extrusions LLC is one of the major aluminum extrusion companies in the UAE and is having a systematic organization setup with clear and distinct objectives, which contributes to the growth of the organization. Being strong in the architectural sector, they wanted to expand their business portfolio into different sectors such as automobile, industrial etc. Given the need to focus available management resources in these new objectives, they required a rapid and sustainable change without disrupting their business operations.

In 2018, Gulfex and Quant established a partnership which would allow Gulfex to focus on their core business and have Quant take overall responsibility for the maintenance of their production assets. When we discuss the start-up and mobilization phase of a site, the single most important question is how the customer perceives that Quant has managed a good integration. Start-up and mobilization phase is a crucial step in the transitioning process once the partnership is established. If not managed effectively, it can derail the overall objective since it is a fundamental charter between Quant-Customer-People based on win-win-win partnership from day one to ensure a long and successful relationship.



### ***“You Never Have a Second Chance to Make a First Impression”***

The start-up of a site becomes significantly important as it is about people and their emotions. Anxiety sets in as to why such a decision was taken by the company; “Are we not doing a good job? What can the new company do better than us? What will happen to me? Will I be able to fit in?” and so on. These among many other questions start to stir the emotions of people, which quite understandably is a natural reaction.

For Quant, maintenance is essentially a people’s business and regardless of the smart maintenance tools and globally proven processes, systems, methodologies etc., it is the people that deliver the desired results in a professional way.

For many, change is perhaps the most difficult thing to accept. Therefore managing the change process requires us to understand the sentiment of the people and addressing their concerns in a professional and honest way.

***“Gulfex entrusted Quant with an experienced and capable team and we needed to transform them into a professional organization with a service mindset performing at a superior level supported by systems and processes.”***

*- Silvester Basil Francis, General Manager, Quant Gulf*

## 1. Expectations & Challenges:

Given the situation, one of our major challenges was to ensure a smooth and seamless start-up which should not in any way affect the day-to-day operations. The following expectations were established taking into consideration the key stakeholders i.e. Gulfex-People-Quant, albeit had to be balanced without compromising on the contractual obligations.

### Customer:

- ◆ Systematic result-oriented approach towards maintenance
- ◆ Sustainable maintenance team with high level of professionalism & service mindset

### People:

- ◆ Career growth of individuals in the new company
- ◆ Job security & remuneration
- ◆ Work culture in the new company

### Quant:

- ◆ Implementation of change management to deliver as per the site operation model
- ◆ To have a happy customer by delivering on promises (Reference site for Quant)



**“The start-up phase of Quant at the Gulfex site was a great experience for both parties to integrate the employees of the customer who have been working in the same plant for quiet long time. It was a very well-coordinated process, where Gulfex supported Quant to integrate into their organization structure. The Quant team was empowered to deliver the services in the most professional way by demonstrating the Quant values of being proud, passionate and professional. The key factor for the success of the partnership is mutual trust. This symbolizes the true partnership between Gulfex and Quant which is evident in day-to-day operations”**







- Hari Sridharan, Operations Manager, Quant Gulf

## 2. Start-Up of the Site:

A systematic approach was taken to overcome all the above challenges by implementing the globally proven *Quant Mobilization Process*.

### Mobilization Execution Plan (MEP)

#### Process Overview

 <p><b>Step #1</b></p> <p><b>Kick-off</b></p> <p>Information of the agreement objectives and Mobilization Execution Plan (MEP) with teams</p> <p>Ensure understanding &amp; Change Readiness</p> <p>Continues Information and Q/A</p>	 <p><b>Step #2</b></p> <p><b>Transformation</b></p> <p>Implement Change Management process</p> <p>Conduct information, workshops and trainings</p> <p>Secure Engagement and Involvement</p> <p>Continues Information and Q/A</p>	 <p><b>Step #3</b></p> <p><b>Transition #1</b></p> <p>Implement new organization, arrange facilities and IS infra</p> <p>Basic infrastructure up and running</p> <p>Continues Information and Q/A</p>	 <p><b>Step #4</b></p> <p><b>Transition #2</b></p> <p>Establish support processes needed to run the site</p> <p>HR, financial, IS applications, OHSE and SCM in place</p> <p>Continues Information and Q/A</p>	 <p><b>Step #5</b></p> <p><b>MMMP</b></p> <p>Develop and prepare master plan for Site processes and secure continues improvement of agreement</p> <p>Concrete operational plan up and running</p> <p>Continues Information and Q/A</p>	 <p><b>Step #6</b></p> <p><b>Go Live</b></p> <p>Transfer of employees &amp; Service Commencing, onboarding, follow and closure of potential open issues</p> <p>Fulfilment of Mobilization Objectives</p> <p>Continues Information and Q/A</p>
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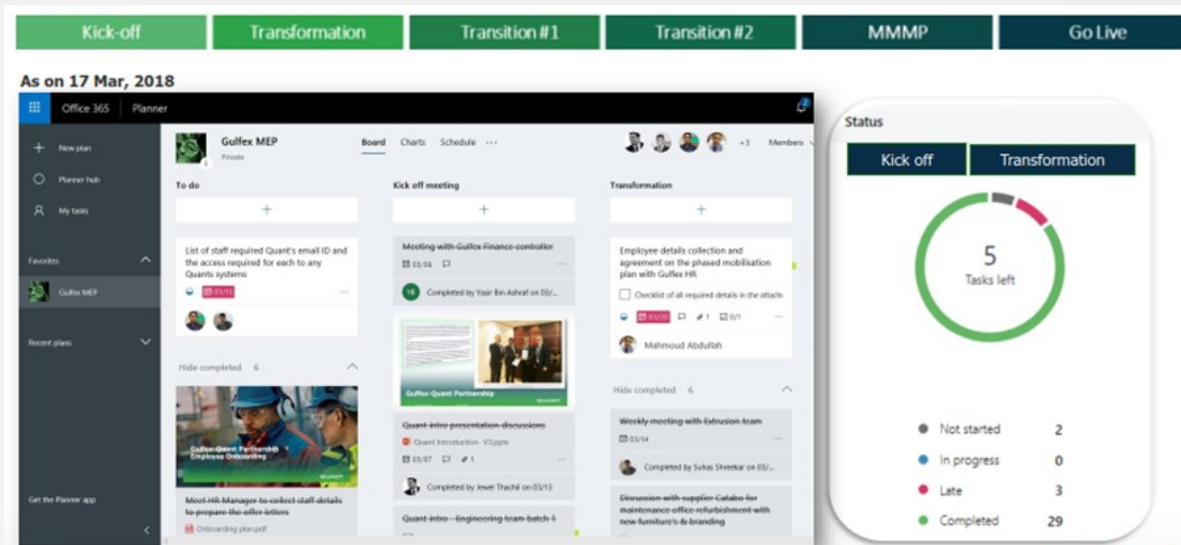
## Start-Up Team and Transition Planning

The start-up team comprising of domain experts from the Quant organization used advanced software tools like MS Planner, Mind-Manager etc. to carry out the start-up process in a systematic way as defined by the Mobilization Execution Plan shown in the diagram above. The primary objective was to determine opportunities for improvement which initially required a SWOT analysis on the existing maintenance organization as well as understanding various aspects of the day-to-day interaction of the maintenance organization with the stakeholders

**“I feel that one of the major differences after the transition is that the communication between the management team and the people as well as with Gulfex asset owners has significantly improved. The Quant management have introduced different platforms to share information and ideas which helps to identify and resolve issues as well as to improve the asset performance. The Quant management show and teach us the importance and benefits of empowering people. Implementation of 5s in our engineering workshop has changed the work culture of the people and the introduction of stop take 5 procedure has improved the safety awareness among the team”**

- Shiraz Mansoor, Assistant Engineer, Quant-Gulfex site (Former Gulfex employee for about 9 years)

### Mobilization Execution Plan (MEP) Planner



Mobilization Execution Plan designed to build and improve long-term maintenance partnerships

## Partnership Announcement

The partnership announcement was done by the customer's senior management together with Quant to explain the strategy behind the outsourcing decision and the importance of this decision, i.e. to establish a service driven culture to improve productivity with optimized maintenance costs. It was then evident to everyone that this would only be possible if the in-house maintenance team collaborated with a professional maintenance company who had a globally proven, systematic approach towards maintenance.

## Quant Introduction

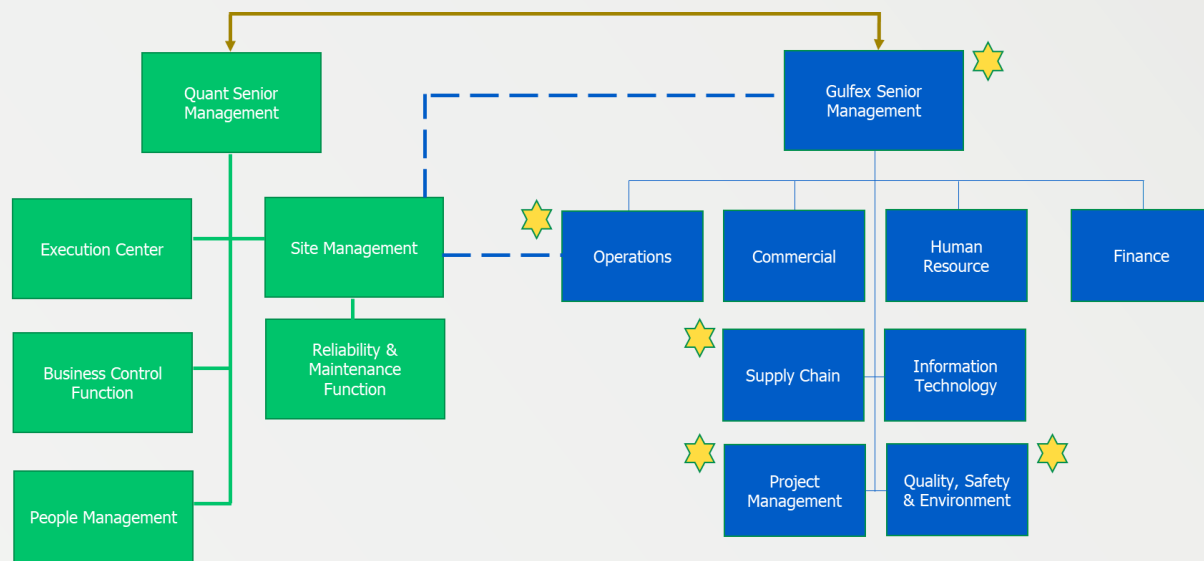
Quant was introduced to the entire maintenance team by the Quant start-up team to explain the objectives and vision of the partnership. The introduction covered the background of Quant as well as their activity, technology, domain expertise, management philosophy and ambitions. A formal introduction was necessary to impart correct information, remove any false perception and get the approval of the people as well.

## Q&A Session and Face-to-Face Discussion

The key attribute to drive the start-up in the right direction is to **listen to the customer and listen to the people**, which gave Quant a clear idea of the expectations. The start up team spent approximately one hour with each and everyone in the maintenance organization in order to understand and address their concerns in an honest and clear way so that there were no misunderstandings. Subsequently, multiple communication sessions were conducted until most of the concerns were addressed, which helped the integration of the Gulfex employees to Quant in an efficient manner which was evident by the positive responses received during the open dialogue sessions.

## Communication with the customer

### GULFEX-QUANT Interaction Channel Map



★ Quant Site Team- Directly involved in day to day activities

*Bridging the partnership early helped align both sides to achieve a common objective*

The Gulfex organization structure was mapped to understand the key players and the top-to-bottom process owners with whom the Quant site team will be liaising on regular basis. With this mapping, a clear communication structure was established together with the customer for the following:

- ◆ Bimonthly report updates to the stakeholders
- ◆ Monthly face-to-face meeting with the Gulfex and Quant management discussing the progress and challenges (if any)
- ◆ Relationship building/alignment with all levels of the organization (Finance, HR, Operations)

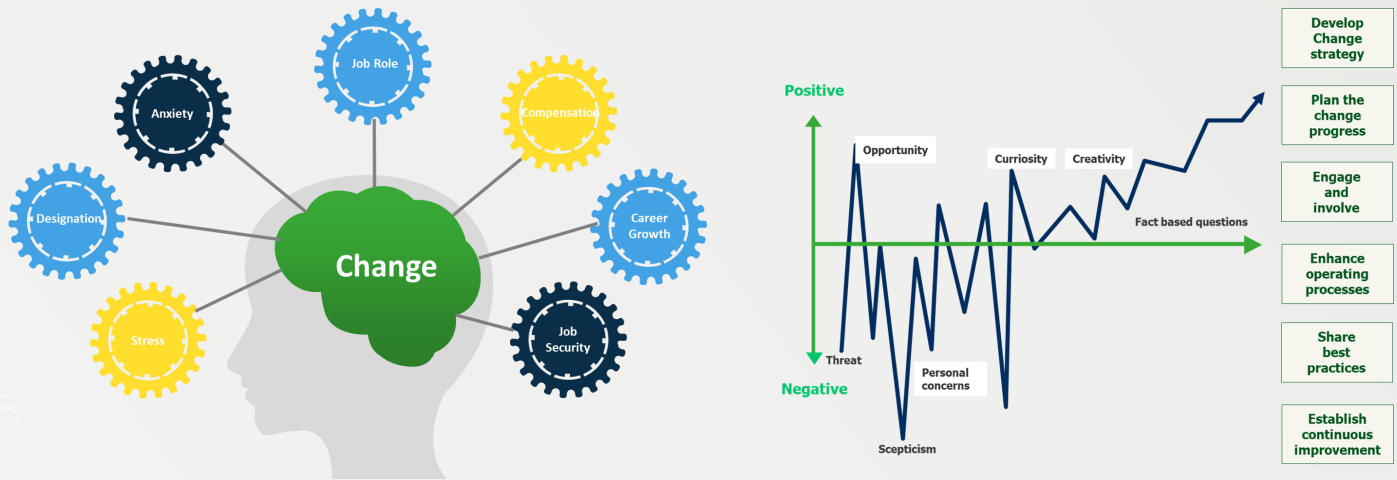
***“The main success factor for the cooperation between Gulfex and Quant was to define the scope of service and the responsibilities for both companies in the contract, as this type of maintenance contract was something completely new for Gulfex. Since the beginning, Gulfex and Quant were focusing on establishing proper communication rules between both companies’ employees at all levels, achieving very smooth integration of the Quant team into the Gulfex operation structure. By establishing the continuous improvement and innovation-oriented culture for day-to-day operations together, both companies were helped to quickly achieve very good maintenance results as well as achieving the continuous growth into higher maintenance level”***  
 - Stanislaw Pietras, Operations Director, Gulf Extrusions.

## Transition

The process of transition had to be transparent so that everyone affected understood the challenges and the action plans at the same time as the progress could be tracked. The process was very well coordinated as both parties had a single point contact to ensure a smooth transfer of assets without disturbing the continuity of the business. To ensure conformity in the new organization, everyone was given a new set of uniforms to create a sense of belonging to the team.

## Change Management

Change is always hard to accept, it is a human tendency. Regardless of whether a change is gradual or made with a big bang, there must be visibility. This is a critical aspect of start-up since visible change creates an excitement which manifests the desire to change. Therefore we started with the site office which was refurbished to create an identity of teamwork, philosophy of professionalism, safety and optimization of space. Our belief is that anyone entering the site office should be convinced about the quality of the service rendered to the production assets.



Instant Human Behavior and the thinking after hearing the change announcement”

**“Quant Gulf has given me an opportunity to work with young and vibrant minds, who are well versed in their area of expertise in engineering, safety and communication. I can proudly say that as a team we are doing a great job”**

- Joy Joseph Antony Aloor, Lead Engineer, Quant-Gulfex site (Former Gulfex employee for about 34 years)

## Managing anxiety

When the change was announced, people initially felt that it was a threat to their job security while other accepted it as an opportunity to for career growth. The graph above best describes the emotions of the people during this transition phase. It was imperative that Quant maintained a high level of trust and professionalism which eventually gave people the confidence to accept Quant.

## Go Live

Finally, the Quant office was inaugurated by Gulfex management together with Quant regional management to cement the partnership.

## Quant Office Inauguration



### Quant proudly welcomes the Gulfex delegates

- ❖ Mr. Christian Witsch, CEO
- ❖ Mr. Stanislaw Pietras, Operations Director
- And all the other delegates



for the **Ribbon Cutting Ceremony** and unveiling of our new site office

Date : 6<sup>th</sup> September 2018  
Time : 10:30 AM  
Location : Gulfex Engineering Block

**QUANT**



The Gulfex-Quant team together with Gulfex CEO – Mr. Christian Witsch and Quant Gulf General Manager – Mr. Francis SB during the official inauguration the new site office

**“Great job in establishing a top-class maintenance organization out of the highly skilled and experienced maintenance team, spiced up with the very systematic, super competent and totally passionately Quant approach! This gives the basis for further continuous improvements and outstanding results!”**

- Christian Witsch, Chief Executive Officer, Gulf Extrusions

## Safety Commitment Program

### Safety starts with you

Health and safety systems, procedures and equipment are important.

But don't forget:-

- ◆ Health and safety is your individual responsibility.
- ◆ Safety always comes first, and is never compromised for business.
- ◆ Your personal behavior is crucial to keep you safe
- ◆ Take leadership: make sure you know and follow the rules and ensure others do the same

Safety commitment program was launched at Quant-Gulfex site on 6<sup>th</sup> Sept 2018 which is the first initiative by Quant at site level after the office inauguration driven by top management of Quant & Gulfex.

All other safety initiatives with respect to Quant way will be rolled out in the upcoming months.



*Safety leadership was key in demonstrating that we care about the safety of people working at the site*

## Conclusion

This was certainly an extraordinary journey where the change management process was incredibly smooth with a forward thinking and fair-minded customer who actively supported the integration process. The team was also open for the change and cooperative throughout this engagement. Overall the whole change management process was very well coordinated between all the parties involved, which removed mistrust and reinforced relationship.

Change management is a process directly affecting people, which inadvertently can be a scary experience. However, transparency and authenticity throughout all levels of the organization can remove barriers. Communication, connection and trust will be drivers of success which will get people onboard, since we rely on people for delivering maintenance despite being in the world of technology.

***“The success of a partnership depends on the mutual trust, which takes time to build as it is dictated by our actions”***