

LEADING STRATEGIC CHANGE AT UNIPER

UNIPER

UNIPER ARE AN INTERNATIONAL ENERGY COMPANY WITH AROUND 13,000 EMPLOYEES AND OPERATIONS IN MORE THAN 40 COUNTRIES. THEY COMBINE A BALANCED PORTFOLIO OF INDUSTRIAL-SCALE PLANTS, TRADING ACTIVITIES AND SERVICE PROVISION. THEY PROVIDE CUSTOMERS WITH A RELIABLE SUPPLY OF ENERGY AND ENERGY SOLUTIONS. SINCE SEPTEMBER 2016, UNIPER HAS BEEN LISTED ON THE STOCK EXCHANGE AND REPRESENTED IN THE MDAX. WITH AROUND 38 GW OF INSTALLED GENERATION CAPACITY, THEY ARE AMONG THE LARGEST GLOBAL POWER GENERATORS.

UNIPER ARE COMMITTED TO DELIVERING FLEXIBLE, BESPOKE, COMPETITIVELY PRICED ENERGY PRODUCTS AND SERVICES WITH AGILITY, PRECISION AND SPEED.

CASE STUDY: UNIPER



THE CHALLENGE

With significant pressure from regulatory, political, economic and environmental changes the market in which Uniper operates provides many challenges. Uniper aim to continue to lead the market through innovative strategic solutions whilst delivering flexible, bespoke products at speed.

To improve the ability of Uniper's leadership to respond to the current challenges in the energy market, the company has committed to the introduction of operational excellence. With a focus on developing leadership capabilities, this drives performance through the business and develops a culture of continuous improvement, allowing a sustainable way of making change happen fast.

As a functional organisation, it is essential for teams to be able to work together to achieve maximum value for the business and have the ability to communicate effectively both internally and with their customers. Equipping leaderships teams with the tools and capability to work effectively together, manage inevitable changes and agree strategic directions is a basic requirement for success.

The Leadership group faced the challenge of making change happen at pace in a complex, multi-cultural, industry, in an environment where teams traditionally worked in their own business areas without the need for collaborative synergies or solutions.

THE SOLUTION

Brathay brought their experience in change management, building collaborative multi-cultural teams and leadership development to co-design a programme that meets the business goal of accelerating teams to drive business change.

We worked in partnership with the Uniper Operational Excellence team in three specific areas; developing the Vision, Strategy and Objectives, Understanding the value stream for the business including core processes and customer requirements, and developing the leadership team rather than the more traditional approach to developing individual leaders.

A central part the workshop development was the use of the Voice of the Customer. This provided a 360 degree view of the team's impact on the business and gave a clear picture of where they added value and where they could improve their performance.

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The use of feedback to drive change provided a unique perspective for leadership teams to consider, and supports the leadership team in understanding their purpose and therefore the long-term direction of the team. The use of feedback and coaching are two of the main enablers to the leadership development approach in Uniper.

Key leadership teams throughout the business have now completed workshops with us, resulting in a clear approach to developing joint strategic plans, improving leadership impact and assisting collaborative working which in turn improves flexibility and increases the speed of change in the business.

The programme has resulted in a partnership where Uniper and Brathay continue to work together to facilitate change, focussing on the leadership behaviours which will ensure that the strategy and change is delivered and sustained.

The programme uses a blend of learning techniques including; experiential activities, problem solving, business planning tools, leadership input and feedback, reflective learning, coaching and process improvement techniques.

OUTCOMES

- Developed collaborative and joined up strategic plans across leadership teams
- Identified how the teams will work together to deliver their commitments to the business in the next 12 months
- Created commitment to the actions and behaviours which create a consistent leadership style and accelerate change in their business
- Established and built working relationships based on trust and respect
- Built leadership resilience to sustain change personally and as a team
- Created engagement and commitment to strategic plans, new ways of working and leadership impact
- Resolved conflict and overcame barriers to change.

"I CHOSE BRATHAY TO DELIVER OUR STRATEGIC CHANGE THROUGH LEADERSHIP BECAUSE THEY HAVE A PROFOUND AND POSITIVE EFFECT ON THE PEOPLE TAKING PART. THE KEY IS BEING FLEXIBLE IN THEIR APPROACH AS THE SOLUTION DEVELOPS, ENABLING THEM TO MAKE A SIGNIFICANT IMPACT ON OUR BUSINESS."

Dr Nigel Walker
Senior Vice President Operational
Excellence
