

# Transforming a Global Operating Model: A People-First Approach

## CASE STUDY

A global sustainability leader launched a five-year transformation to enhance efficiency across services, technology, and delivery. The effort spanned regions, centers, and business functions—and while new systems were central to the plan, the real key to success was preparing people. The company's SVP of Global Business Solutions recognized that readiness, engagement, and long-term behavior change would determine outcomes. To support this, the organization partnered with People Results to equip teams for a smooth transition, stabilize operations during the shift, and create buy-in that would last well beyond the implementation phase. The result was a well-prepared workforce and a change strategy that stuck.



*enhancing  
efficiency*

ISSUE	ACTION	RESULT
<ul style="list-style-type: none"><li>• Transformation success hinged on employee behavior—not just systems—requiring broad engagement across functions and time zones.</li><li>• Leaders lacked a shared playbook or roadmap for preparing teams through multi-year change and complexity.</li><li>• With pressure mounting, the company risked delays, disengagement, and stalled momentum unless they aligned teams early and consistently across the global footprint.</li></ul>	<ul style="list-style-type: none"><li>• Built a tailored, end-to-end readiness strategy supporting phased rollout across regions, functions, and employee groups.</li><li>• Trained change agents and business leaders to model and drive transformation behaviors within their teams.</li><li>• Created measurable indicators of change readiness and adoption, using pulse surveys and feedback loops to adapt support strategies as the transformation evolved.</li></ul>	<ul style="list-style-type: none"><li>• Accelerated global adoption of new systems and processes while reducing disruption and confusion.</li><li>• Increased employee confidence and trust through clear communication, steady reinforcement, and people-first planning.</li><li>• Delivered long-term capability by embedding scalable change infrastructure—including internal champions, tools, and governance—ensuring the company could sustain progress far beyond the original transformation timeline.</li></ul>

