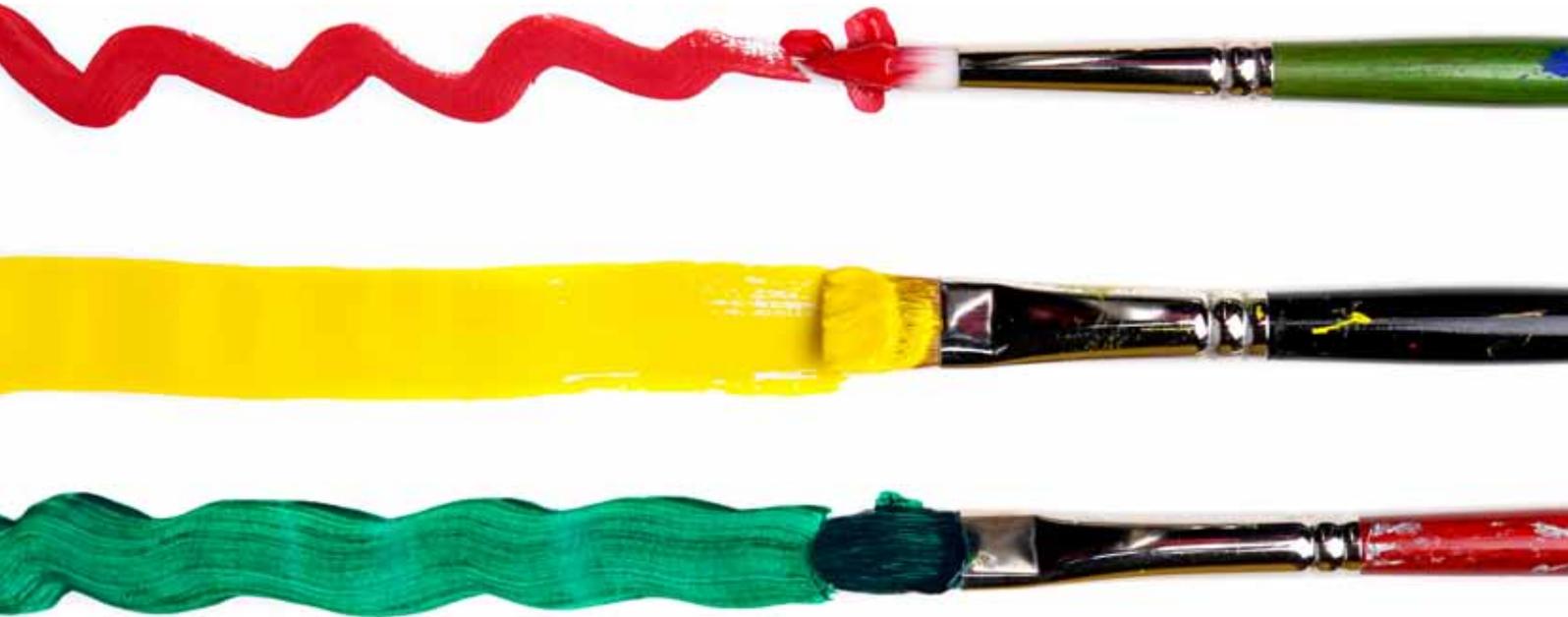


Deloitte.

Start changes
with Deloitte
“You really can change
the world if you care
enough”

Marian Wright Edelman



The Deloitte Change Leadership Methodology will be your reliable guide through changes in your business

“Change is the law of life. And those who look only to the past or present are certain to miss the future.”

John F. Kennedy

Change is a continuous process

Today, macroeconomic forces and a turbulent world have led companies to initiate a variety of projects aimed at improving their business and market position.

Whether changes involve the introduction of new technologies, strategic shifts, process reengineering, mergers and acquisitions, restructuring into business units, cultural renewal, downsizing or quality efforts, companies all over the world are engaged in constant process of renewal in an attempt to secure their success. However, why is it that, in so many cases, these changes can cost a vast amount of money, lead to wasted resources, and make employees feel worried, burnt out and frustrated, rather than position the company for a better future?

Our investigation, carried out in conjunction with John P. Kotter, has led us to conclude that the success of changes is based on people's feelings. We discovered that, while strategies, culture, structures and technologies are important elements, they are never the central issue – instead the key factor is changing behavior.

Deloitte has a distinct point of view, method and toolkit to support you on the way to successful change

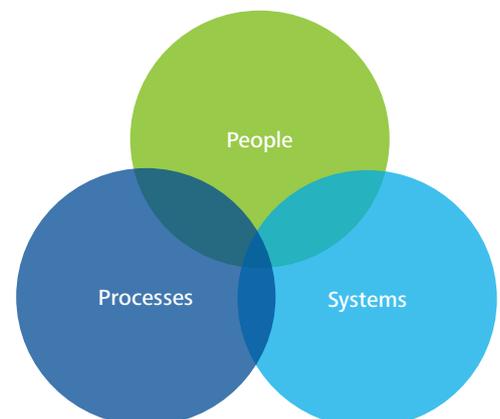
There is a big difference between change itself and the transition needed to achieve real change. Based on our investigations and experience, Deloitte developed the Global Change Leadership Methodology. This solution provides our clients with an integrated, targeted and easily repeatable approach to planning, developing and deploying changes, which addresses human resource challenges with transformation.

We can offer experience and expertise that is tailored to your business needs, in order to ensure that our Change Leadership Solution covers all of the critical areas, including:

- Engagement of key stakeholders
- Business awareness
- Continuity in service delivery
- Retention of critical knowledge
- Workforce transition

“Change starts when someone sees the next step.”

William Drayton



Core elements of the Deloitte Methodology

People

- Stakeholders with authority, power and/or influence lead and visibly support change.
- Employees understand objectives and goals of changes, are well informed and are involved in the change.
- Everyone has the opportunity to provide feedback and discuss issues of concern.
- Negative factors that might impact the success of the change (such as a lack of information, competing initiatives and projects, poor stakeholder support and a lack of training) are identified and mitigated.
- The beliefs of all employees are aligned with the transformation objectives, generating desired behaviors and attitudes.

Processes and systems

- Necessary changes to the organizational structure and employees' job descriptions are verified and supported in the handover plan.
- People understand the new organization, processes, performance measures, responsibilities and relationships.
- Each employee receives the appropriate knowledge and skills they need to operate in the new environment.
- The company gains internal experts with an in-depth understanding of the specific feature of its business processes.
- People and activities are transitioned into the new organization while keeping the business running as usual.

- **Engagement of key stakeholders**
Generate commitment among stakeholders to ensure that change is built on a firm foundation within the business
- **Business awareness**
Ensure that the business is well-informed about the change
- **Retention of critical knowledge**
Prepare all employees for work in the new environment
- **Workforce transition**
Evaluate changes to identify impacts on jobs and business operating models
- **Continuity in service delivery**
Prepare and monitor the business' readiness for change



Questions and answers

“Let go of the past and go for the future. Go confidently in the direction of your dreams. Live the life you imagined.”

Henry David Thoreau

When is change leadership required?

Change leadership is necessary in the following circumstances:

- Changes in the organizational structure
- Implementation of Shared Service Centers (SSC)
- Mergers and acquisitions
- Process reengineering
- Adoption of new technologies (ERP, IT systems, etc.)
- Renewal of business culture
- Strategic shifts
- Business restructuring
- Headcount optimization
- Quality improvement initiatives

Why is it necessary to manage change?

Changing an organization is not easy, as the anticipated benefits of change programs often remain unrealized and the returns on investment questionable. Failed change is costly, both financially and strategically, as it impacts the appetite of the business for future change, hampering an organization's ability to successfully adapt to future challenges and opportunities, and to inspire its people to perform.

Our change expertise offers business leaders and program managers a robust approach to the enduring challenges presented by the following areas:

- Overcoming resistance and securing the commitment of people to new ways of working and challenging change agendas
- Managing change within a structured, intelligent framework that minimizes disruption to the business, along with any impact on productivity
- Aligning leaders around a change agenda and assisting them in delivering this change

What is the basis of the Deloitte Change Leadership approach?

Our approach to managing the implementation of change delivers the benefits you need, while ensuring real engagement of, and minimal resistance from, your people. We base our approach on the following principles:

- We design a unique solution, tailored to your specific people challenges and the individual requirements of your transformation.
- We provide an integrated package of interventions, which is key to delivering success.
- Interventions focus on delivering those business outcomes that are of strategic significance, and which were the original drivers for change.
- We measure our success by the impact that our interventions have on your people and your business outcomes.

What are the advantages of Deloitte Change Leadership services?

- An integrated, targeted and easily repeatable approach that is proven in practice
- A wide range of international change leadership experience
- Highly qualified, experienced consultants, who can support your company during the transition period
- Business continuity
- Increased efficiency of business initiatives and projects

Deloitte expertise – some facts:

- Deloitte holds a leading position on the global market for assisting its clients in managing the implementation of large-scale change within their organizations.
- In 2002, Dan S. Cohen, a leader (Principal) of the Deloitte Consulting Global Energy Change Leadership practice, co-authored “The Heart of the Change” with John P. Kotter. The book was a follow-up to John P. Kotter’s book “Leading the Change,” and was based on jointly conducted research.
- In 2005, Dan S. Cohen co-authored “The Heart of Change Field Guide: Tools & Tactics for Leading Change in Your Organization” with John P. Kotter, as a practical companion for the previous two books.
- In 2008, Deloitte started providing Change Leadership Services in Russia and the CIS.

Contacts

“Quality questions create a quality life. Successful people ask better questions, and as a result, they get better answers.”

Anthony Robbins

We would be happy to answer your questions and discuss any Change Management Services you may require:

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