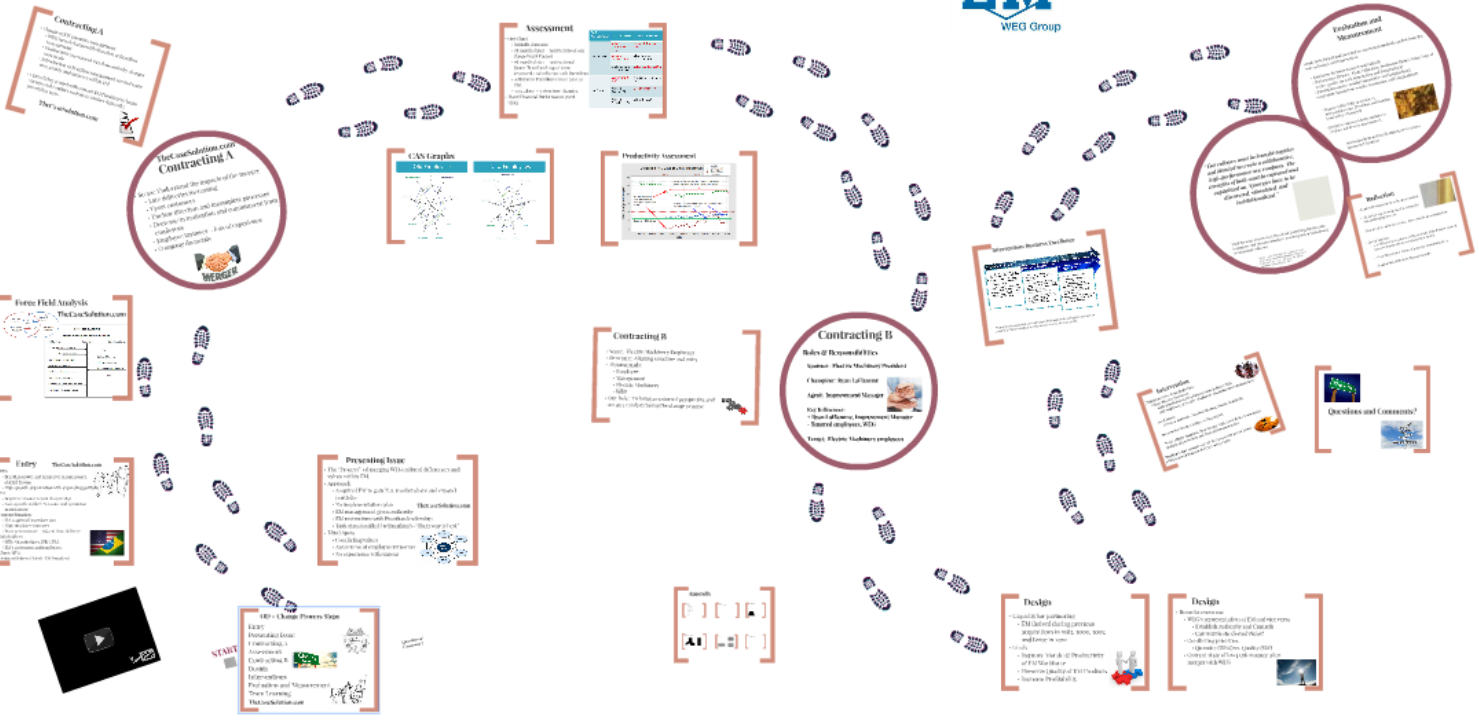


Weg (A): The Making of a Global Brazilian

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Cassie Gerdes
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Contracting A

- Strategic Case Analysis: Designing and Implementing the Strategic Case
- Strategic Case Analysis: Designing and Implementing the Strategic Case
- Strategic Case Analysis: Designing and Implementing the Strategic Case

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TheCaseSolution.com Contracting A

Scope: Understand the impact of the merger

- Late deliveries to existing
- Upset customers
- Decrease in investment and commitment from employees
- Employee turnover - loss of experience
- Changing demands

MERGER

Force Field Analysis

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Assessment

- Data Collection
- Data Analysis
- Data Interpretation
- Data Reporting

CAS Graphs

Old Customers New Customers

Productivity Assessment

Contracting B

- Scope: Project Management Framework
- Structure: Organizational Structure
- Objectives
- Management
- Risk Management
- WFT

• Key Role: To bring an ethical perspective and skills to the project, ensuring the change program

Contracting B

Index of Responsibilities

Sponsor: Electric Machinery President

Champion: Ryan LaFlamme

Agent: Implementation Manager

Key Influencer: Ryan LaFlamme, Implementation Manager

Targeted employees: UTE

Target: Electric Machinery employees

Information: Business Timeline

Information

Information: Business Timeline

Questions and Comments?

Evaluation and Measurement

High levels of engagement and commitment were observed across the organization.

• High levels of engagement and commitment were observed across the organization.

• High levels of engagement and commitment were observed across the organization.

Reflection

• High levels of engagement and commitment were observed across the organization.

• High levels of engagement and commitment were observed across the organization.



OD – Change Process Steps

Entry

Presenting Issue

Contracting A

Assessment

Contracting B

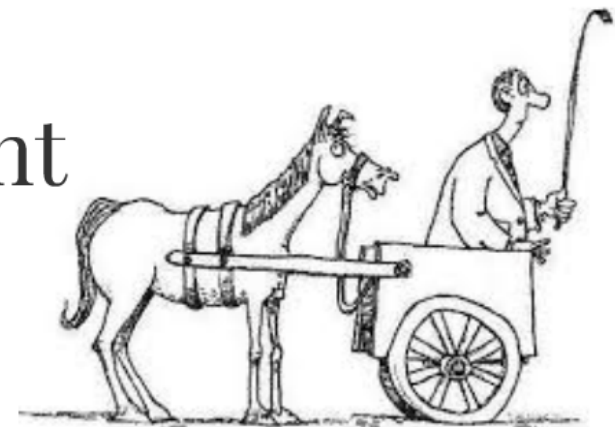
Design

Interventions

Evaluation and Measurement

Team Learning

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Entry

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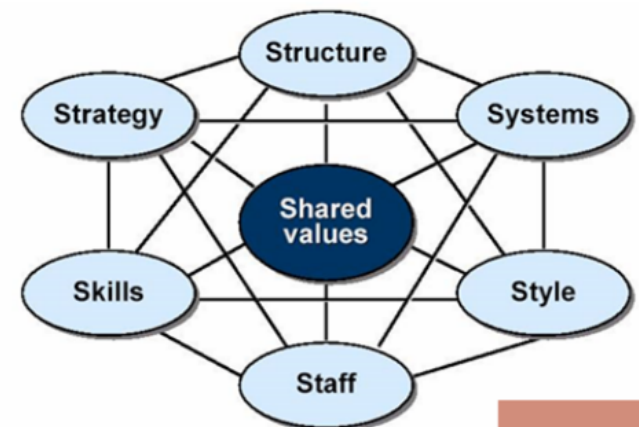
- WEG
 - Brazilian motor and generator manufacturer, started in 1960
 - High-growth organization with expanding portfolio
- EM
 - Began as a motor repair shop in 1891
 - Low-growth stable U.S. motor and generator manufacture
- Current Situation:
 - EM acquired December 2011
 - High employee turnover
 - Poor performance – 15% On time delivery
- Stakeholders:
 - WEG Shareholders, WEG, EM,
 - EM's customers and employees
- Client: WEG
- Decision Maker of Merit: EM President



Presenting Issue

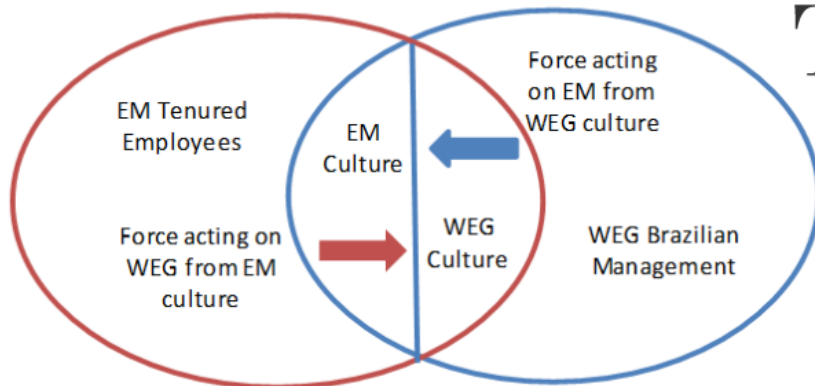
- The “Process” of merging WEG cultural differences and values within EM.
- Approach
 - Acquired EM to gain N.A. market share and expand portfolio
 - No implementation plan
 - EM management given authority
 - EM restructure with Brazilian leadership
 - Taylorism instilled by Brazilian’s-“Their way is best”
- Blind Spots
 - Conflicting values
 - Awareness of employment norms
 - No experience with unions

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Force Field Analysis

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Force Field Analysis

Problem: Improve Merging Process of EM into WEG

Driving Forces	Status Quo	Restraining Forces
Late delivery to customers	→	← Cost
Unhappy customers	→	← Cultural differences
Low employee commitment	→	← Differences in values
High employee turnover	→	← Misunderstanding the issue
Continuous structural changes	→	← Time
Low employee motivation	→	
Confusion and inadequate direction	→	
Incomplete / missing processes	→	

TheCaseSolution.com Contracting A

- Scope: Understand the impacts of the merger
 - Late deliveries increasing
 - Upset customers
 - Unclear direction and incomplete processes
 - Decrease in motivation and commitment from employees
 - Employee turnover – loss of experience
 - Company financials



Contracting A

- Change of EM executive management:
 - WEG forced change with direction of Brazilian management
 - Unclear how assessment was done and why changes were made
 - Introduction of Brazilian management created more uncertainty and turnover within EM
- Open dialog started with current EM President to begin surveys and conduct analysis to further define the presenting issue.

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