



Aston Business School

Centre for Executive Development

L'ORÉAL

TRANSFORMING TODAY'S LEADERS TO BUILD A BRIGHTER TOMORROW

Client Case

Strategic Change Architects

In 2008, L'Oréal recognised the need to build the strategic change management skills of their HR Directors, to empower their HRDs to partner business leaders in the business of leading change.

To this end, L'Oréal joined forces with the Centre for Executive Development at Aston Business School to co-create a customised programme for their senior HR community.

L'Oréal, the iconic world leader in beauty, is multifaceted, serving the luxury market with such brands as Helena Rubinstein and Lancôme, the mass consumer market with the likes of L'Oréal Paris and Maybelline, the professional market with ranges like Kérastase and the pharmaceutical market with offerings such as Vichy. With the acquisition of the Body Shop in 2006, L'Oréal underlined its commitment to ethical and sustainable practices.

Providing for the beauty needs of all generations and nationalities, L'Oréal boasts a turnover in excess of €17 billion delivered through a uniquely diverse employee base of circa 98,000. In just over 100 years since inception, L'Oréal has established itself as the “affordable luxury” beauty partner to all.



PROGRAMME OBJECTIVES

L'Oréal is the ultra organic organisation. Its culture has evolved not through the introduction of rules, procedures and systems but by encouraging each individual to flex to new situations and different country assignments. To succeed within L'Oréal, individuals must see challenges as opportunities for greater innovation. They must "write their own page". In that unique cultural context, the aim of this programme is to streamline the HR community's approach to the strategic management of change, to build a capability for the structured management of anticipated change that aligns with the organisation's entrepreneurial spirit.

Target Population

Aimed at senior HR Directors, those who must partner business leaders as they continue to grow the business, to create a great place to work in and to demonstrate responsible corporate citizenship.

PROGRAMME STRUCTURE

This five-day programme with two follow-up sessions within six months of programme completion is structured around key tools that build progressively towards a complete change plan. Strategically anchored on business objectives, the toolkit enables participants to:

- > Scope the mission and objectives of the change
- > Identify main stakeholders
- > Specify sequential change projects
- > Apply project management techniques
- > Consider the human factors for effective change.

Underpinning the five days is the practice of "appreciative inquiry" (alias: process consulting) to ensure broad-based buy-in and to progress intended results.

PROGRAMME BENEFITS

Through post-programme follow-up coaching, several business benefits have been identified. Some examples of participants' applications:

- > Tools were individually applied to clarify priorities at the start of a new assignment
- > The toolkit is being used by a country Management Committee to strategize the change required to restructure activity following the global financial crisis
- > The overall approach has been shared with team members to enhance thinking and test the logic of intended actions.

CLIENT COMMENTS

"The programme gave me confidence that there is a structure that I can fall back on – a "bible" that I can refer to."

Josephine Teo: Learning for Development Director for China & Asia Pacific countries

"Since the first days of the programme, it became clear that some of the tools were appealing to me and some not. Using those that made me feel comfortable is magnificent. I live in an organisation where tools have not been important. These tools have given me a solid and concrete way to work in the context of change."

Costas Bovolis: HRD Greece

"I worked with David Arnera on global L'Oréal guidelines concerning change management and the seminar was very useful for that (paramount, I dare say). My procedures on restructuring projects were improved as well. Now they are perfectly aligned with the more general ones."

Stefano Ghisoni: Social Relations Director for Europe



For further information on how we can partner you in the development of your people, or a free no-commitment conversation, please contact:

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