



Unilever

Enabling Responsive Change Services

**Pre-Design,
Design Guidance,
Change Management,
2015-2016
Consumer Products
Englewood Cliffs, NJ
170,000 Staff**

Unilever, a global consumer goods company, was in the midst of a workplace redesign project for its US headquarters. They planned to introduce a more flexible workplace environment, allowing them to reduce their overall footprint and use rent savings to renovate. While the new workplace concept was already well developed, Unilever was missing a people engagement strategy.

PLASTARC was engaged to develop a change management strategy to complement the shift in workplace design. We developed an approach that incorporated important elements of Unilever's cultural DNA. While Unilever is a very large organization, it celebrates employee-led efforts and grassroots programs, such as a wellness group that self-organizes classes for other employees. PLASTARC saw the value of harnessing these grassroots programs as a conduit to deliver the HQ workplace change management strategy.

While developing the change management plan, PLASTARC recognized that this workplace and workstyle change—which would also involve a significant cultural transformation—would be most successful if driven by internal change agents rather than an external firm. PLASTARC then developed the business case for Unilever to hire the necessary talent internally from the HR, Marketing, Communications and Real Estate departments.



Methods

- **Leadership interviews** and **focus groups** to assess the workplace cultural and develop a messaging strategy
- Liaised with architect, real estate team, and leadership to develop a **people engagement roadmap**
- Trained Unilever internal **change management** project team in advance of a series of Town Hall Meetings
- Created a business case to in-source the **change management** delivery team



Key Values & Outcomes

- Assessed the situation rapidly and recognized the need to adapt approach to meet client needs
- Created business case for an in-house change management operation
- Deployed train-the-trainer approach so that Unilever can support its own change management going forward
- Translated Unilever's London-based change management toolkit to the local context in Englewood Cliffs.