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Execution Acceleration

April 2025

A medical device company lagging on execution timelines engaged HPA to support a complex transformation

Background & context

- An **S&P 500 medical device company** was in the middle of **transforming its operating model** to reduce inefficiencies across its product and commercial functions, among others
- A previous firm delivered a **high-level org design**, but **execution gaps remained** around process alignment, governance, and talent placement
- The company engaged HPA to **optimize the new operating model** and build up the necessary functions to support the new **product-led organization**

Client need

- Support with **executing a transformation with multiple workstreams** to operationalize a newly designed matrix structure
- Alignment on processes, roles, and governance, including **detailed RACI* development and playbook creation**, among cross-functional teams
- **Standing up new CPXO** (Product & Customer Experience) and CTO functions to support product innovation, commercialization, and enterprise enablement
- **Change management** to support the leadership transition and a **communications strategy** to provide the right level of transparency to employees

Curated team



Charlie, Transformation Program Lead

- 25+ years of transformation experience in both consulting and in-house roles

Select Experience:

- Sr Consultant at **PwC** and **Prophet**
- 13+ years at **Novartis** in leadership roles including Head of PMO, Head of Strategic Planning, and Chief of Staff
- Head of Integration at **GSK**
- Led transformation program across all workstreams

Diana, Advisor / SME

- 15+ years in organizational consulting
- Partner at **BCG** in the Organization & People / Healthcare Practices
- Provided senior thought leadership on organizational design

Karyn, Workstream Lead

- 20+ years of operational consulting / operating experience
- **Oliver Wyman** Senior Manager
- 12+ years at **Thomson Reuters** in regional CFO, VP, and CoS roles
- Led operating model workstream

Deborah, Workstream Lead

- 25+ years in organizational consulting
- **PwC** Consultant
- Org Consultant / Director at **Pepsi, Levi's, Gap, and Nike**
- Led change management workstream

Valérie, SME

- 15+ years of experience in org consulting / operational roles
- **Capgemini** Manager, People
- Director and VP roles at **Bayer** and **Prudential Financial**
- Provided change management expertise



John, Sr. Consultant

- 15+ years in organizational consulting / HR
- **McKinsey, KPMG, & Slalom** Consultant
- HR and PM roles at **Moderna, IMC Trading, and Echo Global Logistics**
- Supported change management workstream

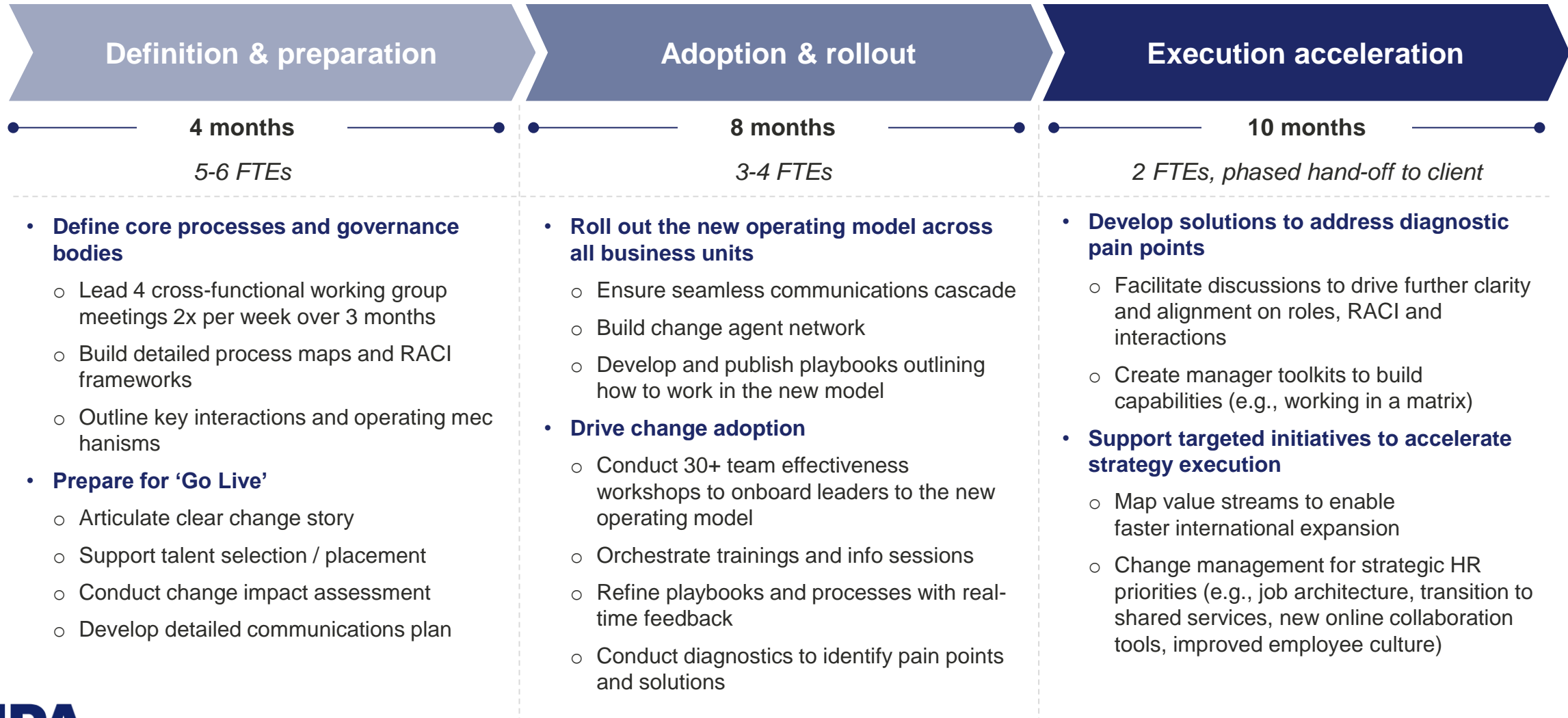
Devin, Consultant

- 6+ years in strategy and organizational consulting
- **BCG** Consultant
- Analyst at **Goldman & Blackrock**
- Supported operating model and change management workstreams

Primary objectives included establishing clear governance and processes and ensuring a smooth transition to the new ways of working

Workstream	1  Operating model	2  Change management
Objective	Clearly define governance bodies, processes, and operating mechanisms to execute under the new operating model	Enable smooth transition to future state by driving awareness and adoption of new ways of working
Key activities	<ul style="list-style-type: none"> Facilitate cross-functional working groups to analyze operating model design and assess current capabilities to identify gaps Create and stand up new governance bodies Define new accountabilities (e.g., RACI), operating mechanisms and cross-functional interactions Map core processes to future state operating model and organizational structure 	<ul style="list-style-type: none"> Interview leaders to identify implementation gaps and solutions Enable talent selection and placement process Oversee network of change ambassadors who help build the case for change Lead team effectiveness workshops to embed new ways of working (e.g., team role play across different use cases) Elevate success stories to reinforce early wins
Deliverables	<ul style="list-style-type: none"> Playbooks outlining new ways of working and governance bodies End-to-end process maps for business-critical areas Clear RACI frameworks and role mandates Manager toolkits to strengthen targeted capabilities 	<ul style="list-style-type: none"> Diagnostic assessments Change impact assessment and change agent network Use case examples Integrated change and communications plan

The scope of work took place over 22 months, and we flexed the size of the working team in real time based on engagement needs





- **Playbooks** for various aspects of the new operating model outlining how work gets done
- **End-to-end process maps** for business-critical areas (e.g., annual planning, product development, commercialization)
- **RACI frameworks and role mandates** to outline clear roles, responsibilities, and accountabilities
- **Manager toolkits** to build capabilities in targeted areas (e.g., working in a matrix)

Section	Summary	Target audiences
Enterprise Operating Model Overview	<ul style="list-style-type: none"> Common understanding of new model, including organization and interactions 	All
Enterprise Operating Mechanisms	<ul style="list-style-type: none"> Overview of annual planning process, enterprise-wide operating mechanisms, and Finance KPIs ELT & Franchise Calendars 	Franchise Teams, Region Teams, ELT
Product Teams	<ul style="list-style-type: none"> Overview of business phase gates Overview of product development teams/meetings, rolling 24-month roadmap, change control process, tools 	Product Teams
Ways of Working	<ul style="list-style-type: none"> Overview People Team ways of working, roles/responsibilities, events/ceremonies, Metrics/KPIs, estimation methods & capacity 	People Teams
Commercial	<ul style="list-style-type: none"> Overview of Commercial teams/meetings, process for Go To Market Readiness/Running The Business, Global Commercial Capabilities organization/accountabilities 	Marketing Teams, Regional Teams
Role Mandates	<ul style="list-style-type: none"> List of role mandates plus side-by-side comparisons for key roles across functions 	All
Matrix Team Assignments	<ul style="list-style-type: none"> Matrix team assignments for franchise, product and commercial teams 	All

[illegible]

The flowchart 'EST' illustrates the educational journey from Primary School to University. It is organized into three main color-coded sections: dark blue for Primary School, dark blue for Secondary School, and yellow for University. The progression is shown through a series of boxes representing subjects, skills, and experiences, connected by arrows indicating the flow of learning.

- Primary School (Dark Blue):**
 - Subjects: English & Literacy, Mathematics, Science, History, Geography, Art, Music, Physical Education, Religious Education, Modern Foreign Languages (MFL), Computing, Design & Technology, Personal, Social, Health & Economic Education (PSHE).
 - Skills: Communication, Numeracy, Problem Solving, Teamwork, Creativity, Critical Thinking, Resilience, Self-Reflection, Leadership, Responsibility, Empathy, Respect, Confidence, Independence, Initiative, Innovation, Collaboration, Communication, Numeracy, Problem Solving, Teamwork, Creativity, Critical Thinking, Resilience, Self-Reflection, Leadership, Responsibility, Empathy, Respect, Confidence, Independence, Initiative, Innovation, Collaboration.
- Secondary School (Dark Blue):**
 - Subjects: English, Mathematics, Science, History, Geography, Art, Music, Physical Education, Religious Education, Modern Foreign Languages (MFL), Computing, Design & Technology, Personal, Social, Health & Economic Education (PSHE).
 - Skills: Communication, Numeracy, Problem Solving, Teamwork, Creativity, Critical Thinking, Resilience, Self-Reflection, Leadership, Responsibility, Empathy, Respect, Confidence, Independence, Initiative, Innovation, Collaboration, Communication, Numeracy, Problem Solving, Teamwork, Creativity, Critical Thinking, Resilience, Self-Reflection, Leadership, Responsibility, Empathy, Respect, Confidence, Independence, Initiative, Innovation, Collaboration.
- University (Yellow):**
 - Subjects: English, Mathematics, Science, History, Geography, Art, Music, Physical Education, Religious Education, Modern Foreign Languages (MFL), Computing, Design & Technology, Personal, Social, Health & Economic Education (PSHE).
 - Skills: Communication, Numeracy, Problem Solving, Teamwork, Creativity, Critical Thinking, Resilience, Self-Reflection, Leadership, Responsibility, Empathy, Respect, Confidence, Independence, Initiative, Innovation, Collaboration, Communication, Numeracy, Problem Solving, Teamwork, Creativity, Critical Thinking, Resilience, Self-Reflection, Leadership, Responsibility, Empathy, Respect, Confidence, Independence, Initiative, Innovation, Collaboration.

The flowchart shows a clear progression from Primary School to Secondary School, and then to University, with various subjects and skills being developed along the way. The final outcome is 'University'.



People Manager Guide

How to Effectively Work in a Matrix

A matrix organization has two chains of command, one along functional lines and the other along business lines (e.g., franchise, project, geographic).

In a matrix, employees need to balance two perspectives when they are completing their work:

- Functional Perspective:** Do I have sufficient visibility and knowledge to represent my function to the business?
- Business Perspective:** Can I represent business information and decisions to my manager, especially in areas that inform functional priorities?

Benefits of Matrix

Benefits of a matrix include:

- Greater collaboration across boundaries
- Stronger cross-functional networks and empowered teams
- More agility in responding to market trends
- More options for professional development

Working in a matrix requires employees to develop the mindset and skills to navigate cross-functional relationships and relationships. Here are some of the key success factors to possess in a matrix:

- Enterprise thinking** – Understand and appreciate the business realities, processes, and priorities of others, not just your own.
- Collaboration** – Be flexible, prioritize collective needs, and have frequent, proactive communication.
- Conflict with alignment** – Learn to create enough clarity while gaining comfort with some ambiguity.
- Perspective taking** – Seek to understand and appreciate things from multiple viewpoints.
- Leading with influence** – Use influence, emotional intelligence and collaboration skills to get things done, and – often to be seen by being influenced yourself.

Remember, working effectively in a matrix requires information flows and collaboration across traditional boundaries, fostering a dynamic work environment that can adapt to a changing business needs.

People Manager Guide

Leading Your Team Through Change

The pace of change is accelerating everywhere, so managing change effectively is critically important. Your role as a people manager is to lead your teams through change.

Five tips to help you as you support your teams:

- Communicate regularly:** Make key messages and address how the team will be affected.
- Act as a liaison** with senior leaders, share feedback from team members and address their concerns.
- Understand and manage resistance** from your team members and help them overcome barriers.
- Provide coaching, support, and reinforcement** to your team throughout the change.

The ADKAR Model

The ADKAR model is a practical approach to describe the actions and individual needs to be successful in a change. This model can help provide specific advice to teams as a leader to guide your team through change.

As a leader, you should recognize that the change will impact just your team or others or different units and different leaders. You should understand enough change, to help them feel confident and in charge and only so that you genuinely measure your commitment.

A	D	K	A	R
Assessment	Desire	Knowledge	Ability	Reinforcement
<ul style="list-style-type: none"> 1. Measure the current state 2. Measure the future state 3. Measure the change 4. Measure the impact 5. Measure the risk 	<ul style="list-style-type: none"> 1. Measure the current state 2. Measure the future state 3. Measure the change 4. Measure the impact 5. Measure the risk 	<ul style="list-style-type: none"> 1. Measure the current state 2. Measure the future state 3. Measure the change 4. Measure the impact 5. Measure the risk 	<ul style="list-style-type: none"> 1. Measure the current state 2. Measure the future state 3. Measure the change 4. Measure the impact 5. Measure the risk 	<ul style="list-style-type: none"> 1. Measure the current state 2. Measure the future state 3. Measure the change 4. Measure the impact 5. Measure the risk

Key deliverables for the **change management** workstream included an integrated change and communications plan and use case examples

Objective: Enable smooth transition to future state by driving awareness and adoption of new ways of working

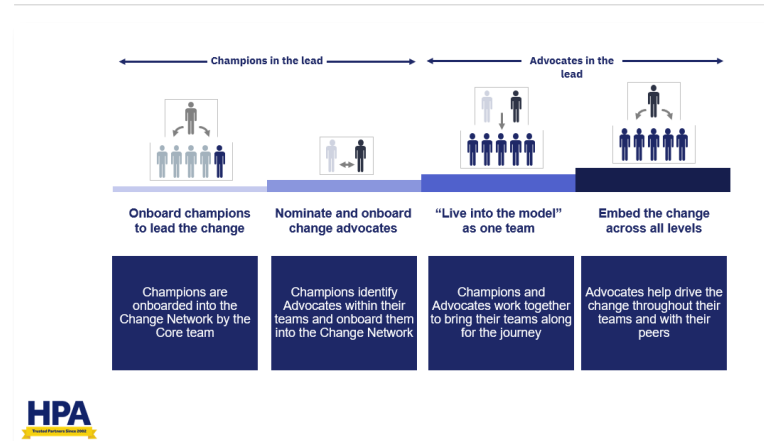


Key deliverables

- **Change agent network** to create champions and ongoing feedback mechanism
- **Communications plan** on how to cascade information throughout the organization in sync with role changes / transitions
- **Use case examples** for in-person team effectiveness workshops that simulate how to work under the new operating model
- **Diagnostic assessments** that identified operating model pain points and potential solutions
- **Change impact assessment** to map key stakeholders and identify risks / mitigations



Change agent network



Use case examples

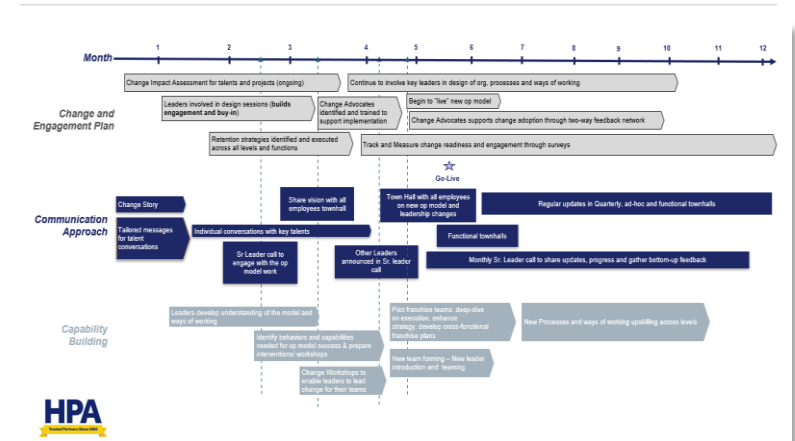
Scenario: Data isn't reliably flowing from cloud, and reports are sometimes missing necessary data.

1. Break out into 3 assigned groups and answer the questions asked
2. Select a 'scribe' for your group and the person who will lead the report-out during the debrief

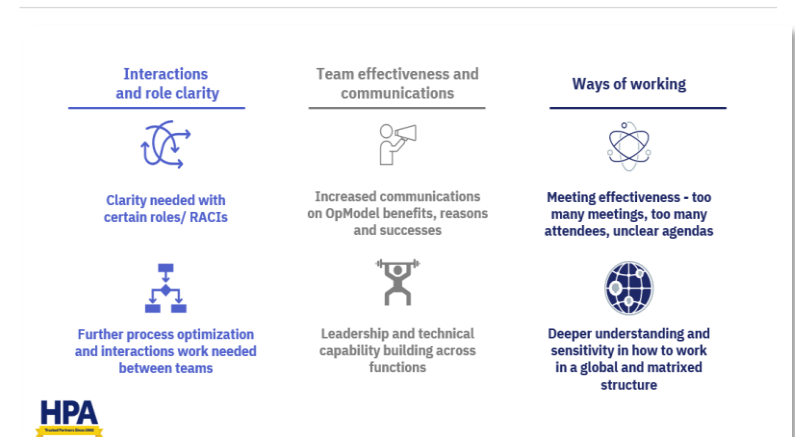
Intro & break into groups	5 min
Discuss questions in breakout groups	30 min
Come back together	5 min
Debrief as one group	35 min
Total Time	75 min



Communications plan



Diagnostic assessment



The new operating model has delivered significant results for the company

Results	Description
Faster time to market	<ul style="list-style-type: none">Empowered cross-functional teams have reduced product development times by 20% and enabled rapid expansion into international markets
Higher employee engagement	<ul style="list-style-type: none">Notable increase in employee engagement within 18 months, with employees reporting a strong understanding of case for change, better cross-functional collaboration, and more clearly-defined roles and accountabilities
Scalable processes	<ul style="list-style-type: none">Consistent processes and ways of working have delivered efficiencies of scale and enabled the company to launch more new releases than ever before in its history

Explore how our thought leadership accelerates transformation at scale

Strategy



Success Factors for Acrobatic Strategic Planning



Bridging the Gap: From Strategic Vision to Operational Reality



Keeping the Pace: Planning in Hypergrowth Companies

Mergers & acquisitions



Get Beyond the Bidding War with Proactive M&A



Why Intentions Matter in Making Mergers Work



Small Acquisition, Big Deal

Execution acceleration



The Power of a Strategic PMO



Accelerate and Scale Your Most Important Initiatives, Efficiently



Keep the Change: Making Business Transformations Work



Change that Sticks: Overcoming Organizational Resistance to Change

Transformation



Business Transformations are Trending. Here's Why...



HPA's Transformation Highlights



Five Keys to Powering Your Transformation Effort

Organizational optimization



Simple Rules for Resource Allocation



Bolstering Growth Through Organizational Transformation



A People-First Guide to Organizational Transformation

Technology, data, and AI



Tech Debt – Pay Me Now or Way More Later



Enterprise Architecture: The (Frequently) Missing Link



IT and Business: Can't We All Just Get Along?



Generative AI and the Productivity Supercharge



Adopting an Enterprise AI Strategy: Your Roadmap for Competitive Advantage



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