Benoit Grenier

Who

* Sustainable leader in a sustainable org - Vice president of Human Resources and Development in Enerkem Inc

What he did/ talked about

* Develop the ERP system1 (also called SAP2) to increase efficiency, the ERP system connects business functions on one IT platform which is a new integrated platform

production 
a-Énes Roces æengneering 
Resources 
nterprise 
Resource 
Planning 
(EHP) 
(under 

* In order to implement the ERP system, there needs to be a change in the organization. Because the system is new to the employees and if they do not know how to use the software, that affects efficiency and will make the company to crash. The new skills need to be trained in a very short period of time, the employees need to know the process of the software, why they are changing into this and how to make the operation on the software, they also need to have teams that support for future implementations and problems and also practice sections that show different occasions so the employees know what to do in different situations
* Requires - changes of roles, responsibility, skills in both employees and leaders
* Details
  + The change is in the management positions
  + Help from the emotional stand point, employees might be resistant to change because they do not want to leave their comfort zone
  + Communicate the change, justify the change, hold internal meetings, hire communication specialist who shows communication plan to stakeholders
  + Employee trainers that train employees -> give them confidence and make sure the successfulness of future employment
* How to lead changes
  + Identify people to be change leaders in each department/ identiable unit
  + Train change leaders about employee's resistant to change and how to overcome the resistance when operating changes
  + Creating methodologies, tools, developing ways

Integrated Change Manæernent 8)proæh 
Lea m "'g 
Wo rkfo 
HR P 
Risk 
Peopk Dh•nsion 
and 

Leader alignment and stakeholder engagement - if leaders do not support the change may not be successful because peoeple need to feel supported by leaders

People risk and impact - need to solve people's concern for risk

Learning and capability transfer - people will be confident if we trained

Culture - not a strategic project, need to be based on behaviours and values

œntinuous Improvement 
Kaizen 
Q•ality arde 

Types of Changes 
• Corporate Transactions 
• Enterprise-Wide IT Initiatives 
• supply Chain optimization 
• Shared Services 
• Cross Functional Improvements 
• Finance Transformations 
• Customer Service Improvements 
Dimensions of an organization 

Rom to@le orÄmtions 
From organizations 
as "machines" 
Bureaucracy 
Silos 
Detailed 
instruction 
to organizations 
as "organisms" 
"Boxes and lines" 
less important, 
focus on action 
Top-down 
hierarchy 
Quick 
changes, 
flexible 
resources 
Leadership shows 
direction and 
enables action 
Teams built 
around end-to-end 
accountability 

1. ERP system - enterprise resource planning
2. SAP system - systems for applications and products in data processing