



Sylvie Geneau, VP Organization Development

At the start of our change initiative different individuals and teams had different understanding of the new goals, objectives and the overall end point. This is *even after extensive briefings and presentations*.

AIEx(tm) is different from other change management processes in the way it surfaces and explicitly measures misalignment between and within teams. This quantification allows early and accurate identification of potential conflict and misunderstandings.

These outcomes are due in no small part by the quality of questioning and skill that removed our *"painted glasses"* to see those *"little gems"* of misalignment.

Even after several years the learnings I have as a change management specialist from AIEx(tm) remain very clear:

1. Gaining effective change needs a shared vision that permeates all levels and to move to implementation without ensuring sufficient alignment is expensive and ineffective.
2. Impacting the way I coach my change agents to bring me evidence of shared understanding, vision of their stakeholders. It's a step that gets skipped and often leads to costly work-arounds when conflict and misunderstandings could have been resolved earlier through objectively looking at how well aligned people *really are*.

In IMS Health AIEx(tm) delivered:

1. Understanding of our talent bank
2. Clarity of leadership alignment
3. Identified just how little impact previous briefings and change planning had been on changing people's expectations
4. Identified peoples personal agendas which conflicted with the overall goals of the initiative
5. We were always surprised on the level AIEx(tm) revealed things we would have never really known about people's position on their level of commitment to the change.

Finally, AIEx(tm) is the only process I know that effectively objectifies potential conflicts, dissipates potential negative energy and focuses on releasing a positive force to make things happen.

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