



Examples of Janus Global projects

RESEARCH: Strengthening Primary Health Care Capabilities

The City of Kingston and The Kingston Economic Development Corporation asked Janus Global to help make the case to the Ontario government for more primary health care resources. We combined in-house research with demographic and health data from the city, surrounding communities and the province to ensure the City's proposal was balanced, comprehensive and compelling. We also interviewed numerous private and public sector leaders to raise the issue's profile and galvanize critical community support.

FACILITATION: Reinforcing Senior Management Competence

Grace, Kennedy and Company Ltd., a large Jamaican conglomerate, wanted to improve its competitive edge in the marketplace by strengthening the leadership and management skills of its senior management teams. Janus Global led sessions to identify strategic competencies and develop a core competency model. We then designed and delivered executive training and development workshops on leadership, project management, strategy, relationship management and international markets.

MOBILIZATION: Enhancing Environmental Assessment

The Ontario Ministry of the Environment asked Janus Global to help citizens understand and comply with changes to the environmental assessment program. Following research and testing to align public and private interests, we designed an education, training and outreach program that improved clarity and understanding, process navigation, transparency and effectiveness. We also recommended additional measures to further strengthen Ontario's environmental assessment process.

ALL PHASES: Planning and Implementing Family Health Teams

To support Ontario's new primary health care strategy, Janus Global helped launch 17 family health teams across five regions serving rural, urban and native communities. We conducted research, facilitated provider and stakeholder group meetings, and recruited and mobilized new health teams. This far-reaching initiative included provincial approval for significant new financial and related FHT resources, the development of new models for business and operational planning, information technology, clinic operations, and community partnerships.

Janus Global Consulting can help
put you on the map too.

Please contact us to learn more about our services.



About Janus Global Consulting

Since 1995, Janus Global has been working with business, public sector and not-for-profit clients and coalitions. Our focus is strategy, change management and learning. Janus Global has worked with clients in North America, the Caribbean, Europe and Asia.

We excel at helping clients stay focused on the bottom line while keeping an eye on the horizon.

We believe organizations' best ideas lie within their people and the stakeholders they engage. Our job is to discover and polish those ideas, and to support the process of embedding them as lasting change. In addition to experience, we bring fresh thinking, innovative approaches and high energy to every assignment.

For more information, please visit our website at www.janus.org.

Some of our clients:

3M	Lakeshore Inc. (USA, Canada)
Alumna Systems (India, Canada, USA)	Legal Aid Ontario
Bata International (Thailand, USA, Canada)	MDC Communications Inc.
Baxter Pharmaceuticals	Mobile Inc. (Canada, China)
CAE (Canada, USA)	National Judicial Institute (Canada)
Canadian International Development Agency (CIDA)	New Brunswick Power (Canada)
Centennial College	Ontario Government
Centre for Addiction and Mental Health, Toronto	Ontario Health Research Alliance
Family Health Care Teams (17 across Ontario)	Ontario Wine Industry
Federal Executive Institute (USA)	Polytainers Inc. (USA, Canada)
General Motors of Canada	Prince Edward, Lennox & Addington Social Services
Grace, Kennedy & Company (Jamaica)	Revenue Canada
Grameen Telecom (Bangladesh)	South Riverdale Community Health Centre
Kingston Economic Development Corp (KEDCO)	Telekurs-Payserve SA (Switzerland)
	University of Toronto
	Wachovia Corporation (USA)
	York University



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Change Management: Research, Facilitation and Mobilization



Original thinking you can trust.

Change Management Support



Janus Global provides change management support to a broad base of private and public sector clients, including organizations and communities of interest in healthcare, health research, environment, education, community services and sustainability.

Our clients typically face the need to plan and execute significant change—individually and in coalitions with others—in response to evolving mandates, shifting stakeholder requirements, new financial arrangements and other demands.

We understand change management

Successful change requires creativity, careful attention and support in three key areas:

- **Research:** Great research weaves together quantitative and qualitative findings to enable new insights and to see new possibilities;
- **Facilitation:** Skillful facilitation, including preparation and participant pre-work, builds trust and defuses potential conflicts while lifting results beyond the expected;
- **Mobilization:** Making change happen and last takes both management and leadership skills. This involves understanding and accepting people as they are and helping them embrace new attitudes and skills to meet changing demands.

Janus Global has demonstrated its ability to deliver results in all change management areas.

Research

Complete and reliable information is the foundation for every successful initiative. Although our clients typically have information databases and access to external and stakeholder data, critical gaps often remain. We assemble, organize and analyze information to address those gaps.

To add richness and to meet client-specific research needs, we also conduct surveys, face-to-face interviews and focus groups. In each case we bring knowledge of the client's business, sector challenges and stakeholder cultures.

Our research goes beyond the surface details to ensure that initiatives benefit from deep knowledge of the challenges and options. Our methodologies are rigorous, logical and coherent.

Janus Global has the expertise needed to efficiently:

- Mine client data where appropriate;
- Conduct online research of public and subscription databases;
- Interview key informants;
- Tap our network of subject matter experts.

Our research services include:

- Environmental scans • Cross-jurisdictional studies • Competitive analysis • Best practices identification • Program reviews and evaluations • Stakeholder mapping • Policy options development • Strategic competency profiling • Skills inventories • Training requirements.

Facilitation

To ensure that change actually happens and endures, leaders need to get people engaged—not just at the end, but during the design and planning phases. This is especially true for coalitions, because of the need to coordinate and achieve acceptance of change in separate organizations.

Great facilitation challenges participants to move beyond established positions to explore their deeper interests and options. It encourages a search for solutions that are best for all. We believe passionately that the best solutions are developed together with stakeholders.

Facilitation at this level takes strong process skills, emotional intelligence and sufficient sector experience to understand context and ask probing questions. It often involves interviews and other pre-work to build trust with participants. Janus Global has facilitated hundreds of stakeholder sessions.

Our clients' facilitation goals typically include:

- Creating vision and mission statements • Identifying competitive advantages • Creating and sharing future scenarios • Developing strategic business models • Aligning structure, systems, processes and people • Clarifying roles and responsibilities • Creating strategic action plans • Winning commitment to milestones and measurables.

Mobilization

Because of their closeness to the situation and because change initiatives are often uncharted, many clients find it daunting to mobilize change on their own. They often underestimate the impact of even modest change on structures, systems, processes and resources, including people. Coalitions seeking coordinated change face an even steeper path.

Janus Global has been supporting clients through change since the mid-1990s. In some cases, we have implemented change plans that we have jointly created. In others, we have guided clients through pre-existing change maps.

Whatever the circumstances, we bring process skills, experience and originality. We understand the need to chart and steer a course on two fronts. One is the management side—budgeting, staffing, scheduling and controlling. The other is the leadership side—aligning, motivating and communicating with those involved and affected.

Janus Global's mobilization services include:

- Overall project management • Secretariat services and support • Processes to create and sustain culture change • Strategic messaging • Training plan development and program design • Training facilitation • Continuous improvement systems • Recognition programs to embed and sustain healthy actions and outcomes.

