

Innovation & Strategic Change Advisory

Change before you have to

Ján Uriga

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Ján Uriga is an experienced executive with a strong strategic and operational background and an extensive track record of developing, driving and managing business improvement and development, change management, culture and leadership transformation, innovation management and customer experience programs.

He has worked with value-adding leadership and transformation tools creating both top line and bottom line growth. By constantly challenging the way things are done in organizational refocusing programs, he has obtained results as regards financial improvement, brand visibility and value, increasing customer satisfaction, increasing employee engagement and motivation and raising digital IQ and the utilization of social media platforms. Jan lectures on Leadership and Change management at the International Automotive MBA program in cooperation with Vienna University. He has also taught at the Human Resource Academy of the Faculty of Social and Economic Sciences in Bratislava.

Jan advises experts from PwC Slovakia on creating complex solutions to meet industry specifications. Jan regularly visits PwC offices at innovation centres such as Silicon Valley, Chicago and London to build partnerships with the innovation community.

Recently, Jan has worked as a change leader and innovation officer on the transformation of top 5 banks in Slovakia and in the Czech Republic. The goal of the projects was to identify the potential of the banks to meet customers' and competitors' challenges and create a new organisation chart, human capital strategy, and a comprehensive program for change and support of leadership and a change of corporate culture. He was also involved in a Restart Program for the Slovnaft retail chain, which included transformation, acquisitions and a change of the business model. He has worked on innovation programs at Axa Czech and Slovak Republic, Mondi SCP and Johns Manville and on a 6-month programme of engagement development at the Lego company.

References



Richard Žigmund, Mondi SCP, CFO
Mr. Uriga provided his extensive experience of creating an environment which involves staff in generating innovative ideas. His theoretical knowledge of innovations supported by long experience including many successful projects for managing changes in corporate innovative culture were essential for a fast and problem free introduction of changes. A significant increase in innovation potential at Mondi SCP can be attributed to the introduction of a model process of involving staff in generating ideas and creating innovative hubs, supported by networking with other organisations and innovators. The result of the process includes higher staff engagement and its professional and personal development, which provides the basis for increasing the company's performance. Mr. Uriga inspired me with his enthusiasm and creative spark.

their ability to precisely analyse, process, and evaluate data. They had an extensive overview of current trends, and subsequent discussions on further developments in this area were very beneficial.



Libor Stodola, HR Manager, AXA Czech Republic and Slovakia
Mr. Uriga introduced the new innovation strategy at AXA and brought valuable experience to our company from the 'market best practice' point of view, and also actively assisted with structuring the strategy and its individual steps. He helped our internal team link management expectations in the area of innovation strategy with staff expectations by performing a series of targeted interviews and opinion surveys, setting up the main strategy pillars with regard to the analysis outputs and in connection with the firm's business strategy, including the development of an action plan and setting roles. He also collaborated with the team as a coach during implementation. His experience and knowledge of innovations and change management, interactions with the company's Board of Directors and the management at CEE level were of great benefit. Above all, I appreciated his practical approach and ability to activate the firm's potential.



Vladimír Matouš, CIO, Tatra banka
In the past, Tatra banka's IT function faced the typical problems of an internal IT department, such as low performance, high cost and a resulting lack of trust from internal customers. This was primarily an issue of the department's culture. To change this culture, a decision was made to bring in an external expert, Mr. Uriga, to help us by using the correct methodology and applying his experience, changing the activities and making the change permanent. The current position of Tatra banka's IT department and its positive perception at the bank are evidence that it was a wise decision to cooperate with Mr. Uriga to change our culture.



Eva Kucháriková, HR&C Manager, Johns Manville Slovakia
We have been working with Jan Uriga and the PwC team since 2013 on improving internal processes, change management, change of corporate culture and change of the thinking of our employees. Mainly the common project „Management of Ideas“ was important and successful, the implementation of which brought 68 ideas with an expected revenue of 668-thousand EUR. All these new ideas were brought by our employees in production, thus showing their huge potential and the high level of the relationship and trust between the management and employees, and the way it was built. Jan Uriga helped us discover these great resources in our minds, he guided us through this time of searching, uncertainty and distrust. He had the courage to change things and prejudices, and instead of saying “this is not possible” and “we have already done this”, we have started to say “well, we have found a better way”. Working with Jan Uriga means working with a creative personality, who is not scared to combine the OLD with the futuristic NEW and has in mind the fundamental base for change – people for whom everything needs to be done and the values that he care for.



Milan Netoušek, IT Transformation Leader, Slovenská sporiteľňa
ERSTE Group IT SK, which has been present on the market for more than 10 years (under different business names), provides software services for SLSP, a.s. Other clients include companies in the EBG Group, but their share of the customer portfolio of ERSTE Group IT SK is gradually decreasing. This was one of the reasons why the IT Transformation Project was implemented. Its main objective was to increase IT effectiveness, primarily in favour of SLSP. Besides effectiveness, the project focuses on TTM (time to market), elasticity, and reliability. Due to a lack of awareness as regards internal realization, we decided to carry out the project with an external partner. Mr. Uriga, who acted as a consultant for the IT Transformation Project, and significantly contributed to mapping the overall status of our organisation, drafting key measures, and communicating changes to teams. His main contribution was providing his professional view of the planned changes, openness in negotiations, and experience with cultural change.



Jan Gregor, Manager – Zlepšovateľství, Škoda Auto
I had the opportunity to co-operate with PwC, specifically with the team led by Mr. Uriga on the project *Analysis of Innovations, Trends in This Field, and Other Developments*. Meetings and collaboration with this team were always inspirational, beneficial, effective, and very professional. I see the greatest benefit of our collaboration with Mr. Uriga's team in



Rado Švec, Head of Retail, Slovnaft, The MOL Group
I hired Jan's team for a strategy and business transformation project involving 1400 people. Jan's contribution was invaluable in the process and I found in him a unique mix of competencies required to support such a business turnaround. His contribution was instrumental in turning the organisation from a declining dinosaur to a double-digit-growth business in less than 14 months.

Align your people with your customers

People strategy

- We create an Employer Branding Strategy to attract and retain talent
- Together with you we create a compelling People strategy including goal setting and performance management system
- We create a People Strategy deployment plan cascaded into concrete people activities

Find innovations systematically not by chance

Innovation management

- We assist in formulating an Innovation strategy aligned with your business imperatives
- We measure your innovation potential
- We design programs that translate innovation into culture, leadership and behaviour attractive for clients
- We define a governance and operating model that fits you the most
- We deliver innovation trainings and interactive events – boot camps to spur creativity

Introduce inspirational leadership as a must

Leadership

- We assess & provide feedback of leadership styles and its impact on team effectiveness and customer engagement e.g. Blue Ocean Leadership
- We design Leadership development programs, and manage its delivery
- We design succession planning programs
- We provide coaching and mentoring to senior management, top talent, high performers

Give people freedom and space to fail and indiscipline to obtain progress

Organizational design

- We conduct an Organisational diagnosis
- We suggest the To-BE structure and define team design
- We propose a Structural / organisational transition including change management program
- We calculate organisation cost effectiveness

Be a host for your people, give them respect and sense of belonging

Organisational culture

- We provide a Culture & behaviour assessment and analytics – the DNA and archetype
- We create a concrete plan and install metrics for a Culture evolution program – setting a winning culture aligned with value proposition
- We create unique programs to enhance employee engagement and motivation

Change before you have to

Change management and Communications

- We help to define the Case for change
- We conduct a Change risk and change readiness assessment
- We create a change strategy and action plan e.g. how to overcome resistance
- We prepare programs that transform managers to change leaders
- We lead the process of Creative communications
- We build internal change organizations
- We conduct surveys and work with Change analytics

