

Guidelines for Organizational Transformation

- ✓ Understand the legislative, statutory, regulatory, legal, and funding implications, but don't use them as artificial barriers against the better intentions of reorganizational efforts.
- ✓ Begin with a clear, comprehensive road map of all reorganization and integration activities and cluster them into core workstreams, each with a distinct owner.
- ✓ Structure and staff a project management office that regularly convenes workstream leads to set cadence for the reorganization and integration efforts.
- ✓ Ensure that there are regular update meetings to force rapid action and that they meet with a decision-making steering committee that quickly surfaces and resolves key issues.
- ✓ Focus on a few key elements of the strategic rationale for the reorganization, and spend the disproportionate amount of time and energy on these "vital few" measures and the processes that most directly impact them.
- ✓ Govern decisions on the degree and pace of integration by impact on the value drivers. Be selective about where you integrate; avoid consolidations for "simplicity" where impact on value drivers cannot be clearly articulated.
- ✓ Enfranchise employees in the change process by setting clear guardrails for participation in decisions being made about job design. Give willing employees specific accountabilities in facilitating change, and use "wisdom of the crowds" systems to quickly surface integration red flags from the front lines that might otherwise slip through the cracks.
- ✓ Optimize design through first understanding workflow. Map workflow through starting with the desired customer experience, understand key stages in creating that experience, and then identify which groups execute each stage. Focus first on the points of friction or disagreement over ensuring that optimal customer experience.
- ✓ Continually monitor and evaluate the redesign process. Establish a trigger-based (not calendar-based) assessment process so critical "course corrections" can be made in a timely manner. Establish key metric trigger points, which provide the impetus for the leadership team to assess (not necessarily change) the redesign process. Include human capital and environmental metrics as well as financial metrics in your inventory of triggers.
- ✓ Also, as a rallying point, it may be desirable to establish customercentric goals (e.g., transaction cycle time) to focus leadership, management, and staff on results. Affected employees should understand how they can impact the achievement of the goals. "Me" questions must be answered clearly and consistently in the context of the goals.