

The Issue: As an executive in a mature company, you probably need to respond to new competitors, consolidations, mergers and acquisitions, global expansion, and e-commerce. If you are leading a start-up, you may be struggling with building an infrastructure that will support rapid growth while trying to avoid unnecessary bureaucracy. On top of this, you may also face higher than desired turnover and a shortage of talent to draw upon in the employment marketplace.

As a leader, you have very few levers of change in your organization. Three key levers are:

- Setting the business strategy and vision.
- Choosing the players on the management team.
- Designing the organization.

Your strategy provides the organization with the direction and purpose. The quality of your executive team ensures leadership is evenly distributed and determines how well you sleep at night.

The organizational design defines the structure, processes, metrics, rewards systems and people practices that will ensure that individual and organizational energy is focused on activities that support the achievement of strategy.

In a rapidly changing environment, the need to self-organize, self-renew, adapt and create an organization that is responsive to ever increasing performance demands is no longer a delighter but a must.

The Solution: Organizational design and alignment with the company's strategic goals and objectives is the key to maintaining a competitive edge. It is important to realize that organizational alignment is one of the changes that place the highest level of stress on the employees because it has such a personal impact upon them. These stresses can often lead to dysfunctional behavior if adequate care is not taken prior to the implementation. It is very important that the organization change management process that accompanies a major organizational design change is comprehensive, because this change impacts the most valuable asset that the company has: its employees.

Organizational Change Technology Approach:

Our internationally acclaimed Customer Centric Chain methodology consists of five distinct interdependent stages (see Figure 1):

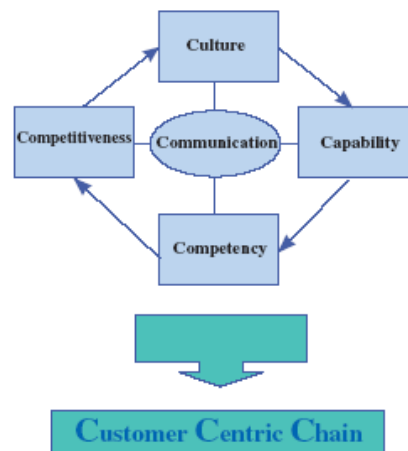


Figure 1

The first stage, Cultural Assessment, looks at the cultural aspects of the organization. In this stage we will assess the level of readiness for the change program. The second stage, Capability Assessment, is the most comprehensive. Subsequent stages include the Competency Assessment, which evaluates human resources issues, and the Competitiveness Assessment. The Competitiveness Assessment looks at deliverables in terms of expected benefits as well as approaches for deploying the strategic goals and monitoring the performance of the newly designed structure and work systems associated with them. The final stage is one which deals with project management, communication and reporting aspects.

Culture Assessment: Mission: To gauge the level of readiness for the change program, ensure that values are calculated in the right way and confirm that the work climate is supportive of the restructuring initiative.

Capability Assessment: Mission: To analyze the status quo in terms of work organizational design and delivery. First, a comprehensive evaluation (gap analysis) will be conducted. We will then work on redesign options that are compatible with the vision and strategy and which are viable in terms of meeting the sought after goals.

Competency Assessment: Mission: To evaluate the current HR skills mix and expertise level and to determine competency gaps that are critical for the implementation of the new work systems.

Competitiveness Assessment: Mission: To ensure that the process by which the new structure is effected is in harmony with a systematic methodology for goal development and deployment. To further ensure that performance evaluation and reporting can enable optimization of processes and results.

Communication: Mission: To ensure that project planning, execution and reporting are effective and to keep the right communication strategy at all levels.

