

Excalibur Consulting

Catalysts for Change

ORGANIZATION DESIGN PROJECT PROFILE: COMPUTER SYSTEMS & TECHNOLOGY COMPANY

SITUATION

Pursuing a strategy of growth and customer satisfaction, company leadership realized that the existing organizational structure could not scale as needed to support the strategy. The company decided to move from a centralized, functional organization to a decentralized, business unit model. Top clients were the CEO and SVP of Human Resources & Organizational Development.

APPROACH

Excalibur Consulting worked with key leaders in the organization to form the Transition Leadership Team (TLT). The TLT was accountable for overall leadership of the organizational redesign and championing and managing the implementation of the change.

Excalibur used aspects of its *Redesigning Organizations Process* to help the TLT design and implement the new structure.

The main elements of the project included:

I. Project Planning

II. Structure Redesign

- ◆ Redesign Structure/Develop Blueprint (macro organization chart)
- ◆ Define Substructures (charters, roles and responsibilities)
- ◆ Determine Managers
- ◆ Execute New Design
- ◆ Freeze Structure

III. Communications

- ◆ Company Briefings
- ◆ Board Communications
- ◆ Leader and Associates Meetings
- ◆ Spot Surveys
- ◆ Ongoing Communications

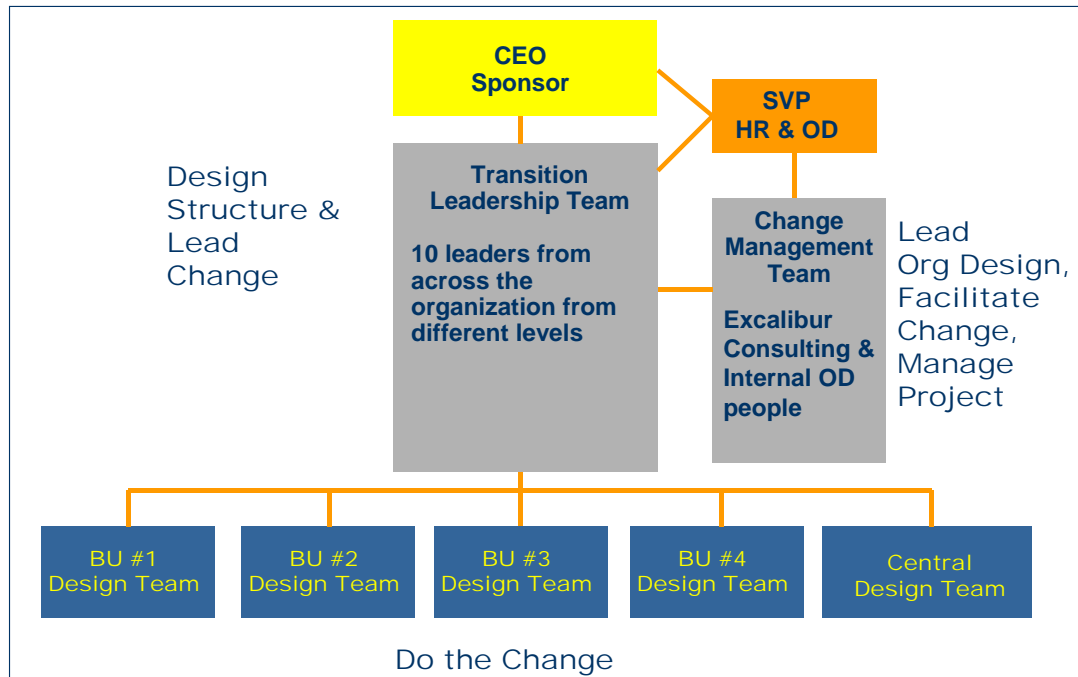
IV. Change Management Roadmap

- ◆ Understand Resistance & Leading Change
- ◆ Commitment Action Plan
- ◆ Gain Commitment of Associates
- ◆ Monitor Progress

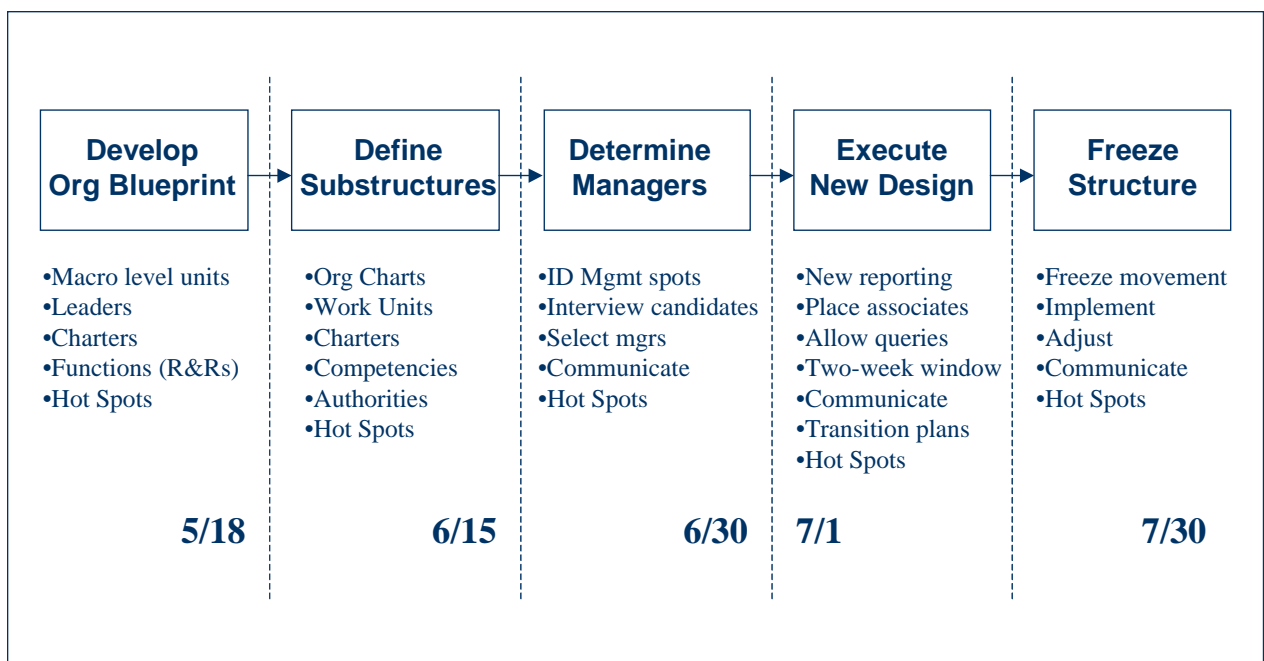
Excalibur Consulting

Catalysts for Change

The Organization Design project was structured as follows:



With Excalibur's guidance, The TLT used the following phases to complete the redesign:



Excalibur Consulting

Catalysts for Change

The TLT engaged additional work teams to define the substructures once the Organizational Blueprint was designed. Expanding involvement in the design helped to reduce resistance and gain more ownership of the organization design change. This also helped to remove the “veil of secrecy” often found when organizations reorganize.

Group	6/1	6/7	6/15	6/22	6/28
TLT •Reviews •Discusses •Decides •Leads	•Main Roadmap •Change Mgmt – Concepts Force Field •Authorities •Work Plan •Team Members	Review: •Engineering •Prod Mgmt •First Drafts •Competencies •Hot Spots •Change Mgmt	Review/Decide: •Substructures •Org Charts •Charters •Competencies •Hot Spots •Change Mgmt	•ID Mgmt spots •Review mgrs •Select mgrs •Communicate •Hot Spots •Change Mgmt	•Place associates •Next steps •Transition plans •Communicate •Hot Spots •Change Mgmt
Sub Teams •Ideas •Designs •Does work •Recommends	↓ •Form Teams •Core Eng Ideas •Templates	↑ Design/Create: •Substructures •Org Charts •Charters •Competencies	↑ Finish & Recommend: •Substructures •Org Charts •Charters •Competencies	↑ Recommend: •Managers Identify: •Hot Spots •Transition issues	↑ Recommend: •Associate placement •Transition plans Identify: •Hot Spots
Quickplace Postings					
Milestones	Work Plan Accepted	1 st Pass Substructure Design	Final Substructure Design	Managers Slotted/ Gaps ID'd	Associates Slotted/ Gaps ID'd

RESULTS

The following were key results and outcomes from the Organization Design initiative:

- ◆ Specific organization structure redesign **objectives** were defined and used as criteria to test alternative structures and business models.
- ◆ Company leaders learned and applied key **organization design and change management concepts**.
- ◆ An **Organizational Structural Blueprint** was designed with clearly defined charters, roles and responsibilities for each major function. The design answered the question – *what functions are centralized and what functions reside in the business units?*
- ◆ **Decision-making authority** was negotiated and agreed to for key leadership and business unit roles.
- ◆ **Substructures were defined** for each major function, including slotting of managers and associates.
- ◆ Tools were provided to help define and reconcile **substructures, authority, charters, roles and responsibilities**.
- ◆ Specific **communications and change management actions** were implemented to support the structure change and transition.
- ◆ The company got **closer to its customers and markets**.
- ◆ The new structure provided opportunities to **develop business leaders**.