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Creating Positive Organizational Change

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Many people ask us to describe in simple terms how we create positive organizational change in order to achieve a client's desired business goals or future state. Its core is team based continuous process improvement (PI) designed to empower every employee and keep it sweet and simple (KISS). The logic behind our methodology is actually quite simple and after years of pragmatic refinement, the following represent our menu for success.

1. Ask questions and listen carefully to understand the culture, needs, and goals of the organization
2. Lay a foundation by educating upper management/ decision makers in the team based PI methodology in order to:
 - Develop a common knowledge base and understanding
 - Get them thinking about applications

Note: this team of people, or some subset thereof, will likely steer our next steps (i.e., act as the Steering Team).

3. Work with the management team that steers the effort to jointly develop a customized implementation plan for improvement – the client must have ownership to ensure success
 - Generate top down support and ownership of the plan
 - Ensure the plan fits the culture of the organization
4. Work with natural work teams (teams that naturally own the organization's processes at all levels – a boss and his/her direct reports) throughout the organization to define each team mission (focus or reason for being) and clarify the processes owned. Depending on the organization's level of sophistication in PI, we can then do any or all of the following:
 - Map out processes
 - Identify the supplier(s) and customer(s) (internal or external) of the processes
 - Clearly determine the customer's requirements and expectations in measurable terms
 - Integrate processes between natural work teams to firm up internal customer/ suppliers contracts for clarity and accountability
 - Identify opportunities for improvement or problems
 - Develop team measurements or KPIs(Key Performance Indicators) to track team performance and measure improvement in their processes

We work hand in hand with members of the organization in all of the steps listed above.

5. Prioritize problems and opportunities for improvement, then mobilize and empower the organization's human resources to provide the highest return on investment.

- Train and empower employees so they can effectively implement improvement opportunities
 - Create a win-win for employees and the organization as a whole
6. Work with the steering team at every step of the way to ensure success
- Shift the responsibilities so the organization becomes self sufficient
 - Solidify commitment to establish a continuous process improvement culture
 - Ensure strong follow-through and accountability

This methodology, when properly applied by committed clients, has never failed to generate a minimum of 10% profit improvement (usually much more). It's really just there for the taking. All it requires is strong management commitment with accountability and a little help from P Squared.