

EXPLANATION OF ORGANIZATIONAL REDESIGN PROCESS

The following outlines basic steps that can ensure a successful reorganization process in today's complex institutional settings. It is intended as a rough guide, as every organization and process is unique to its particular situation.

Step 1: Select Project Planning Team

A project team is selected with membership that represents major units, teams, and functions in the organization. It's easiest to think of the team as a diagonal slice of the organization, where members can speak to all of the critical functional areas as well line, staff, and management roles.

Step 2: Collect Customer or Stakeholder Data

In order to paint a full picture of the organization, it is critical to collect information about customer needs, changing trends, and areas for improvement from sources outside the work units. Focus groups, surveys, and evaluations are all instruments that can help collect this data. This information also provides an important baseline for judging how well the new organization will meet the needs of customers.

Step 3: Perform Functional Analysis

During this step, each of the core functions (major services, roles, responsibilities) of the organization are listed and then placed into a framework for analysis. Usually this takes the form of a visual diagram, as it is much easier to discuss and make changes to what is almost always a large number and variety of work functions.

Step 4: Group Functions According to Criteria

After producing a solid set of major functions performed by the organization, these functions can be grouped according to some set of criteria. These criteria may be derived from a number of sources including customer evaluations, surveys, and outside factors such as new mandates or resource changes.

Step 5: Create New Organizational Chart

Only after functions have been grouped according to important criteria or mandates, should new organizational designs be created. This way "form follows function" rather than the other way around. Designs can now utilize natural groupings of functions that serve customers and stakeholders as effectively as possible.

Step 6: Collect Feedback from Key Stakeholders and Customers

Once new organizational designs are drafted, it is important to share these prototypes with people who the units will be interacting on a regular basis.

Step 7: Finalize Design

Feedback about the organizational designs (prototypes) can be used to make final adjustments before sending recommendations to sponsors or management groups.