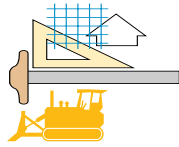


REENGINEERING YOUR ORGANIZATION: leaving the past behind

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At the heart of organizational reengineering lies passionate leadership, customer-focus, and the notion of discontinuous thinking – identifying and abandoning the long-established and outdated rules and fundamental assumptions that underlie current systems and processes. It means asking this one question: "If I were to recreate this organization/department/system/work process today, given what I know and given current technology, what would it look like?" It involves going back to the beginning and inventing a better way of doing work.

Reengineering also means putting aside of over 100 years of perceived wisdom about what makes an organization work. It means forgetting how work was done successfully in the past, and deciding how best it can be done now and in the future. As a result, an organization needs to organize around a vision and desired outcomes, not tasks, and have those who use those outcomes become the drivers in reengineering the structures and processes.

Every organization is full of implicit rules left over from earlier decades. Indeed, these rules have been the drivers of the structure that employees work in today. These rules are most frequently based on outdated assumptions about technology, people and organizational goals that are no longer valid. Consequently, when an organization chooses to change direction it is no wonder that the existing structures, designed to align with a different direction and to achieve different results, must be significantly changed.

The benefits of appropriate reengineering are many and can include:

- Alignment of systems and processes to achieve the strategic vision and desired results
- Increased revenues and productivity
- Improved communication
- Better, faster decisions
- The prevention of lost revenues
- Lower costs
- Faster cycle-time
- Increased accountability

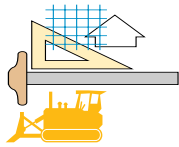
- Greater customer satisfaction
- Increased process reliability and availability
- Lower defect rates

The steps in a reengineering initiative are unique to each organization and rely heavily on change management as well as organizational design. You can approach such initiatives utilizing such quality tenets of Baldrige, ISO, balanced scorecard, and other models of organizational effectiveness. The key design criteria, however, is "Is it good for the customer or end-user of our services or products?" and, "Is it designed to achieve our strategic goals?" Below are outlined the general stages in a reengineering initiative:

1. Assessment of the organization's environment, perceptions, and management.
2. Review, or creation, of strategic plan.
3. Map existing key systems, processes, and communication/decision matrices.
4. Align technology, workflows, communications, and structural synergies based on assessment data, using management/employee participation and unambiguous desired end-results.
5. Change management and conflict resolution training for management and employees.
6. New skills training, coaching, and mentoring for management and staff.
7. Implementation of new structure.
8. Implement the Shewhart cycle – re-assessment and modification as needed on an ongoing basis.

The following questions are indicators of the state of your organization's structural health. If you find that your answers aren't what you'd like them to be, your organization would likely benefit from a reengineering initiative. At that point the next step would be to perform an *Environmental Scan* for your organization to assess the degree of misalignment and your structural realignment needs. The critical decision is to acknowledge the need for reengineering and, as the Nike commercial admonishes, "Feel the fear and do it anyway." Don't continue to work, and live, in the past.

REENGINEERING SELF-APPRAISAL



Place an "X" in the appropriate column. If most of your responses are in the "We Need Improvement" column, we would recommend that you give serious consideration to using reengineering to realign your organization or department. For a more complete view, give the appraisal to at least six other people and discuss the results.

<i>We Need Improvement</i>	<i>We're OK</i>	<i>Question</i>
_____	_____	Does the current structure support the achievement of your business objectives?
_____	_____	Does the current structure effectively utilize the skills and experience of employees?
_____	_____	Does the current structure facilitate or hinder coordination and control?
_____	_____	Are you always solving the same problem?
_____	_____	Does the current structure facilitate or hinder communication?
_____	_____	Is your organization a "high conflict" organization?
_____	_____	Does the current structure facilitate or hinder decision-making?
_____	_____	Is "crisis management" a frequent order of the day?
_____	_____	Do you experience poor scheduling and coordination?
_____	_____	Is there a sense of urgency in your organization?
_____	_____	Is yours' a hierarchical, top down organization?
_____	_____	Do people follow-up in your organization?
_____	_____	Does trust run high in your organization?
_____	_____	Is there a high level of cooperation in your organization?
_____	_____	Are your employees empowered to make decisions about their job?
_____	_____	Is there uncertainty about the organization's goals?
_____	_____	Is there a strong team orientation in your existing structure?
_____	_____	Is your organization one of high integrity?
_____	_____	Are frequent exceptions made to policies and procedures?
_____	_____	Are your staff members accountable or do they play the "blame" game?
_____	_____	Is your organization conflict averse?
_____	_____	Is there a high rate of rejections, mistakes, or poor quality?
_____	_____	In your current structure, are the physical resources in one department, the people resources in another department, the financial resources in another department, and the decisions made yet elsewhere?
_____	_____	Is it easy for your employees to get their jobs done?
_____	_____	Do you have a high employee turnover rate?
_____	_____	Is your current structure flexible?
_____	_____	Does the rumor mill operate in high gear?
_____	_____	Are "games" played?
_____	_____	Is there low morale in your organization?
_____	_____	Do you frequently run into "bad" attitudes?
_____	_____	TOTALS FOR EACH COLUMN