

## WHY USE TECTONICS AS YOUR CONSULTANT?



Before we discuss the benefits of using Tectonics as a consultant, it is useful to first understand why most organizational change efforts fail. In our experience, the primary reason(s) for failure is usually attributable to one or more of the following:

- The absence of a supportive organizational culture for change. This is neither unique nor a new phenomenon. George Washington recognized how difficult it is to change things in his second inaugural address: *“One of the difficulties in bringing about change in an organization is that you must do so through the persons who have been most successful in that organization.”* To change takes leadership – on everyone’s part – to achieve clear meaningful goals. It takes process management, i.e., getting people to be responsible and accountable for doing the new job correctly. It takes continuous organizational analysis so that changed processes don’t slip back to “the way we used to do it.”
- Poor planning, along with the lack of allocation of resources to support improvement processes. Proper planning for change requires the documentation of key processes, measurement of performance levels; finding out exactly what the customer expects, and determining the resources required to exceed them. To paraphrase the words of the Cheshire cat in *Alice Through the Looking Glass*, “If you don’t know where you’re going, any road will do.” Proper planning for organizational change requires analysis, improvement metrics, documentation and measurement.
- Lack of skills or competencies in systematic improvement. Selection of an improvement approach that is most appropriate for each process means getting the organization to weigh both the importance and the opportunity associated with closing each performance gap against the feasibility of accomplishing the improvement; most organizations lack these internal competencies. As one manager once described it, “If you do it right, it will take forever.”

Tectonics’ experience helps our clients overcome these issues. We provide value by bringing to bear expertise, insights, methodologies and skill sets often unavailable internally to the organization. Utilizing these tools, among others, we facilitate the creation of a new change-embracing culture for our clients and help them institutionalize an organizationally reliable, continuous change, process. Among the competencies Tectonics brings to its clients are:

### ***The most compelling reasons our clients cite for hiring Tectonics:***

- To ask the right questions.
- To model and offer learning.
- You need specialized skills.
- You need new ideas and/or creative solutions.
- You need third party objectivity.
- To provide confidentiality.
- To avoid power issues and hierarchical constraints.
- You have a large, complex and/or politically sensitive project.
- To obtain quality and experience that you might otherwise not be able to afford.
- You need a task or project done, but you do not have the staff or expertise to do it in-house.
- When you are facing a major crisis, or when you seem to be operating in a crisis-management mode.
- To insure credibility.
- To supplement staff expertise.

*If your situation fits any, or all, of these categories hiring Tectonics is a worthwhile investment. When your organization is faced with problems that won't go away, in the long run you can save time and money by funding the right assistance to help you overcome a current obstacle or avoid costly mistakes in the future. The right assistance is Tectonics International.*

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- *Knowledge and experience.*

Organizational change projects require considerable experience in a number of disciplines from facilitating and training teams to flowchart processes (and other SPC measurement techniques); to measuring the time it takes to complete tasks (cycle time), to knowledge of how similar processes are done by other organizations (benchmarking). Tectonics has extensive experience with change, change management, and process streamlining.

Our experience is important in evaluating what improvements are not only organizationally possible, but also which will best serve the organization at a given point in time. We assist with benchmarking best practices and the creation of an organizational structure that enhances, rather than inhibits, internal and external customer satisfaction.

- *Provide a framework and methodology.*

Initiating change and streamlining work processes is not just deciding to do things differently. Without a proven methodology, organizations tend to spend their time playing out the organizational dynamics that created many of the problems in the first place. As a result, organizations generally find it virtually impossible to break free of the current power structure to accomplish new results, thereby assuring that the existing culture prevails and the status quo is protected. Tectonics' consultants continually monitor these pitfalls and work closely with management to prevent the organization from falling prey to the "business as usual" syndrome or sending conflicting messages to those involved in the change process.

- *Objectivity and neutrality.*

Although change projects focus on processes, not on individuals, there is often considerable resistance to the change. Tectonics is neutral and objective, as they are not insiders, which is critical to the success of change implementation. Tectonics is unbiased, especially when it comes to pre-selected, often agendized, outcomes.

- *Provide internal competencies.*

Tectonics will provide the organization with the internal competencies to continue the process after we have completed our work. Without Tectonics building these competencies, organizations tend to disband their teams and ignore or abandon the newly created processes virtually insuring that they will face the same challenges in the near future. Further, we do not want our clients to become consultant-dependent and the only way to insure that they don't is to create new competencies for them. Tectonics is a guide that is hired by an organization to leave behind once the new culture and competencies are in place.

- *A catalyst for discussion and exploration.*

Tectonics does not have a vested interest in any process except the best one that the teams design that will serve the organization, and it's stakeholders, well. As a result, Tectonics can ask the "tough questions", questions which team members may be reluctant to voice out of a fear of retribution or political loss. Too, Tectonics challenges the status quo and encourages "out of the box" thinking.

- *Keeping teams focused and grounded.*

Team members, because they have other pressing day-to-day responsibilities, need to do their work within a proven methodology provided by Tectonics. Tectonics is responsible for keeping the process moving forward within the methodology and guiding the team in achieving its goals. We work to insure that early successes lead to continuous improvements.

- *Staff support.*

Change projects require staff support for the various teams formed to do the work. Agendas, support materials and minutes of all team meetings need to be prepared, and disseminated, for all the team meetings as well as meeting locations and logistics arranged. It is often impossible for team members to take the time to participate in the meetings *and* to do all the support staff work. Tectonics makes sure that these tasks are accomplished.

Outside consulting excellence can be necessary to effectively implement a change program. It is necessary for guiding and building the organizational competencies and capacities needed to sustain change as well as to champion the change process. Tectonics is committed to achieving your organizational success through the development of your culture and ability to solve your own problems. Both operationally and financially, hiring Tectonics is good business.