

Subj: **THE BALANCE SHEET**  
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## THE BALANCE SHEET

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### Organizational Change Management

As businesses face shrinking margins, fierce competition, and fickle customer loyalty, there is a greater emphasis on making the changes necessary to ensure corporate survival.

Unfortunately, many of the issues that arise during organizational change are accepted as the cost of business when, in actuality, they are an unnecessary drain on a company's life force.

Organizational Change Management (OCM) is a process that mitigates the risks of a project. Its fundamental concept is to effectively develop, deploy and align a company's assets.

Symmetry understands the critical elements of employee engagement and corporate climate. Our experienced consultants apply a structured approach to manage the people side of organizational change including methodology, presentations, learning modules, assessments, and checklists.

*Projects with effective change management programs exceed objectives, stay on schedule and stay on budget.*

### Keys to Effective Change Management

#### Plan Efficiently

He who fails to plan, plans to fail. In business, planning to meet challenges and take advantage of opportunities often fails to get the attention it deserves. According to half of the U.S. executives who responded to a global survey, inefficient planning is the number one barrier to productivity at American



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### Case Study

*A December 2008 Towers Perrin pulse survey that examined the U.S. workforce's response to the financial crisis found a sharp decline in employees' level of engagement. And a recent Workplace Options survey found that 71% of employees are stressed by financial concerns, with 45% acknowledging that their work has been negatively affected.*



*The good news is that, even as organizations try to cut costs, they are increasing their efforts to offer the support and tools required to help employees deal with their*

corporations.

Successful planning requires that:

- Senior executives, middle management and frontline employees are all involved
- The goals for the project are understood and accepted throughout the organization
- Responsibilities are clear and deadlines are respected

### **Adapt to Change**

Businesses must continually modify their work practices, processes and infrastructure to stay competitive in a global market. Failure to do so can be damaging or destructive, even to the most successful companies.

Change management requires:

- Commitment and follow-through by senior executives
- Effective project management skills among middle managers
- Adequate training among frontline employees

### **Seek Outside Assistance**

Making plans and creating changes can be accomplished internally with success. However, 66% of corporate strategy is never executed, according to an Ernst & Young study. One theory is that the organizational leadership does not know how to achieve the outcomes set forth, or have the skills to implement the recommendations. When faced with challenges, many organizations attempt to resolve problems using the same systems and philosophies that created them. The expertise provided by outside professionals can provide the guidance and perspective necessary to achieve outcomes and overcome obstacles.

## **SYMMETRY Can Help**

For more information or assistance, please contact Symmetry at (800) 236-7905 or (414) 256-4800.

To learn more, visit [www.symmetryeap.org](http://www.symmetryeap.org)

*anxiety about financial security.*  
(Towers Perrin pulse survey, April 2009)

### **Situation:**

A large university was forced to implement significant budget cuts to offset an economic downturn. Several departments received cost-savings directives and other charges to streamline processes without a formal organizational change management process. After several semesters, dissatisfaction among staff began to manifest into poor performance; resistance; and hostility toward each other and university leadership. Conflict prohibited critical decision-making, and a climate of mistrust eroded the ability to implement necessary changes. As a result, the university began to suffer declining enrollment.

### **Approach:**

Symmetry implemented a multi-faceted intervention including executive-level sessions, individual interviews, coaching and mediation, and department retreats. A six-month review revealed the departments' ability to meet project goals including project objectives, schedule targets and budget requirements.

### **Bottom Line:**

Thanks to significant improvement in morale, attendance and performance levels, the University has regained a more solid financial position and its reputation as a professional institution has been preserved.