

## Case Study

### Federal Government Agency

Project Title: Business/Process Structure Change Utilizing the Change Diagnostic Index

Engagement Lead: Drs. Victoria M. Grady & James D. Grady

Description: The change was based on a Business Process/Structure redesign of the organizational units that impacted the Audit Staff, Actuarial Staff, and associated Management personnel. The client is a Federal Government Agency located in Washington D.C. The key business function of this agency is the protection of retirement incomes of more than 44 million American workers in 27, 500 private sector defined benefit pension plans.

#### **This Study Included:**

- Selection of the Change Diagnostic Index by consultants/directors managing the change process to provide measurable, actionable data throughout by utilizing two administrations of the Index;
- Establish a baseline prior to the change and approximately two weeks after the change was in place and operational.
- Staff and Management participation in the Change Diagnostic Index surveys at an overall response rate for invited participants of 62% and is considered representative of those directly impacted by the change.

#### **Value Delivered:**

- The Change Diagnostic Index results evidenced an inadequate leadership/sponsorship buy-in prior to change process plan development.
- The data provided by the Change Diagnostic Index was then used to enhance the project at the onset to increase leadership/sponsorship buy-in.
- The Change Diagnostic Index highlighted strengths in the Actuarial department and weaknesses in the Audit department that led to reallocation of resources after new business process integration that resulted in significant resource savings. The Change Index® score for the actuarial dept decreased as the result of reversal of previous change in technology. The reversal of this previous change positively impacted the current Index score for the Actuarial dept demonstrating a decreased need for training/education on

current change initiative--- the resources were reallocated to Audit dept where additional training/education was required.

- The Change Diagnostic Index provided all the employees impacted by the organizational change the opportunity to influence the change implementation plan through the cumulative results of the Index at the baseline and beyond. This is consistently cited by employees in their respective organizations as the primary motivation for completing the survey. We attribute this response to our consistently higher than average response rate.