

Case Study

A Global Defense Organization

Project Title: Assessment, Analysis and Recommendations for Leadership change within a Global Defense Organization

Engagement Lead: Dr. Victoria M Grady, Dr. Lynne Offermann and Major University Partnership Team

Description: Conducted a collaborative study involving 35 countries for incoming leader with an interest in revising the organizational structure and other processes upon arrival. All interviews and assessments were presented/conducted in both English and Spanish to all participants.

This study included:

- 51% participant response rate for on-line Change Diagnostic Index assessments completed organization-wide
- Conducted 12 leadership one-on-one interviews with ambassadors, generals, staff chairs and other paid staff
- The Change Diagnostic Index identified Decreased Morale as a result of undefined expectations and goals and a lack of transparency and visibility
- The Change Diagnostic Index identified Increased Conflict as a result of unclear organizational identity
- The Change Diagnostic Index identified Decreased Motivation as a result of blurred roles/responsibility and high bureaucracy/low empowerment
- The Change Diagnostic Index identified Increased Turnover and Loss of productivity due to limited training

The combination of the qualitative interviews and quantitative assessments resulted in specific target areas. The analytic data from both perspectives provided the project with unique information that supported the development of a comprehensive change strategy designed to measurably increase the success.

Value Delivered:

- The comprehensive plan is designed to operationally guide the mission and purpose of the organization into the future.
- Analysis provided the data to strategically anchor (long-term) development and define primary goals to guide the organization into the future.

- The strategy will increase internal and external communications, both formally and informally, to enhance organization visibility, reputation, credibility and trust among members
- The data identified transition and training as critical elements in the upcoming change process. One consideration is the term extension for key positions to allow for colleague overlap and knowledge transfer. Create a knowledge management system for data transfer.
- The creation of an internal executive management team to guide the modernization and change process and to continually assess its progress was identified as a primary step to be the catalyst for subsequent development initiatives.