

Employee Communities: Rapid, Breakthrough Results In Organization Transformation

Our Perspective

An astounding 70 – 90% of major organizational changes do not significantly improve business performance. In fact, many mergers & acquisitions, restructurings and down-sizings decrease performance and shareholder value. The reasons are surprisingly obvious: 1. Reliance on relatively few individuals to integrate human, technological, financial, and operating systems effected by major change; 2. No realistic means to create a new culture; 3. Communication tactics focused on formal channels rather than the, often more powerful, informal; and 4. No or rigid Knowledge Management.

Objectives

The objectives of our Employee Communities directly address the factors that lead the majority of organization changes to fail. These objectives include:

- Engaging a large cross-section of the new organization's employees in providing insights to effectively & efficiently integrate the organization
- Testing new strategies and operational decisions prior to expensive execution
- Establishing a common set of interests, values, and objectives to form a community & basis for the new organization's culture
- Early warning of problems in customer relations, employee motivation & operations
- Knowledge Management based on real-time collaboration rather than document storage

Framework

Our Employee Communities are targeted groups of 50 – 200 employees from key groups affected by an anticipated or recent organizational change. They are invited to communicate in a trusting, open environment to build the new organization's culture, contribute insights and knowledge, and have a voice in the new enterprise's strategy and execution.

They participate at the time and place most convenient to them on a 24/7/365 basis. This is made possible by a software application and professional facilitation.

Members of the community can initiate dialogues about issues and situations that concern them. Senior leaders have an early warning system for emerging barriers to the success of the organization change.

The Employee Community provides the leadership team with fact-based input that

illuminates the most effective path forward at key decision points.



Process

The new leadership team identifies and invites people from key areas of the new organization to participate in the Employee Community.

The professional facilitator identifies early trends in the operations and culture of the new organization; paying particular attention to facilitating dialogues important to building a new high performance culture.

They also ensure that the dialogues remain useful and vibrant and that the most effective tools are used. These include:

- Dialogues
- Surveys & polling
- Brain-storming
- Concept/prototype previewing
- Links to product information & training resources

Our senior consultants provide regular analysis and strategic advice to ensure that the new organization integrates and gains momentum as quickly as possible.

Results From Our Approach

Our Employee Communities target the following results:

- Strong relationships between leaders & employees to drive the business forward
- Increased velocity toward short & long-term business goals
- Innovation based on rapid Knowledge Management & collaboration
- On time & on budget implementation of organization change

NOTE: Communispace is a partner provider of Flanagan, LLC.