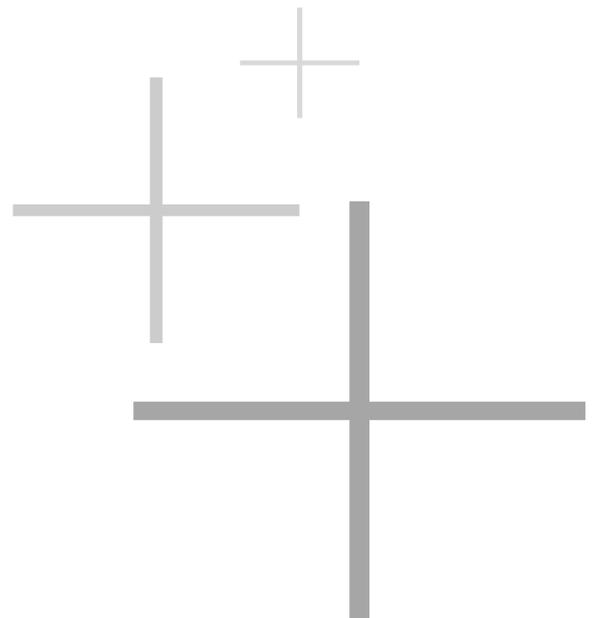


Baskin Clarke Consulting

OEP Case Study



Background

Baskin Clarke Consulting has been accredited by the Centre for Organisational Innovation to undertake Organisational Effectiveness Profiling (OEP), as developed with the Macquarie Graduate School of Management MBA program.

The process has been used on a broad range of companies, including manufacturers, service organisations, professional consultancies and charities. This case study describes an actual Organisational Effectiveness Profiling (OEP) project carried out by Baskin Clarke Consulting in May 2002.¹

The Assignment

The client was a large established organisation, employing 220 people, with offices in all the major centres. The company had recently appointed a new Managing Director.

The company had no documented strategy, but appeared to be fairly efficient at operational level.

The new MD immediately realised that there were problems in the organisation. One of the divisions was trying to distance itself from the organisation, and operate as a separate company. The supervisors in this division were under pressure from their sub-ordinates, as recent changes introduced by the previous MD had led to dissatisfaction. There was also dissatisfaction with some aspects of remuneration management. The new MD felt that from a change management perspective, it was important to identify underlying causes, and make the required changes quickly. He found, however, that he was unable to separate the real effectiveness issues from the private political agendas of key players in senior management.

Following a recommendation from Baskin Clarke Consulting, an OEP project was initiated to help identify real effectiveness issues, with participation from staff at all levels in the organisation.

The Process

A standard Web-based OEP Survey was designed in consultation with the Managing Director. It was set up with data sorting questions covering Job Level, Geographical Location, Division, and Part-Time / Full Time.

The MD designed some additional questions about the suitability of the office premises, and the links to an affiliated company.

The MD informed management and then sent out a letter informing all staff about what was to take place. The consultants (Baskin Clarke) then sent out an e-mail to all employees, inviting them to participate. Where employees did not have access to e-mail, a letter was sent out.

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¹ The name of the company has not been revealed, in accordance with our Privacy Policy.

The survey was largely completed on line. Some geographically isolated people were unable to do this, and posted paper copies of the questionnaire directly to the consultant for entry. The survey was closed off after 2 weeks.

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The Survey Results

178 people responded (an 80% response rate). Of these 109 respondents provided additional anonymous comments in the text box provided.

This project involved analysing both the “top level” data to detect organisation-wide problems and working with divisions and their own data to address specific issues.



Figure 1: The drivers are addressed in the three groups shown below



A Graphic Representation of a Selection of the Results

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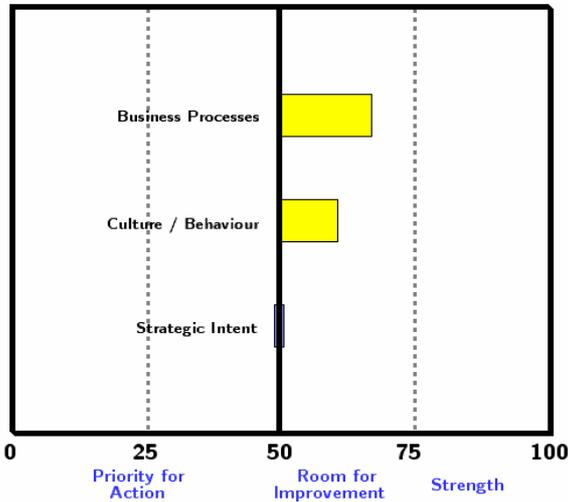


Figure 2: The Three Driver Groups – Global View

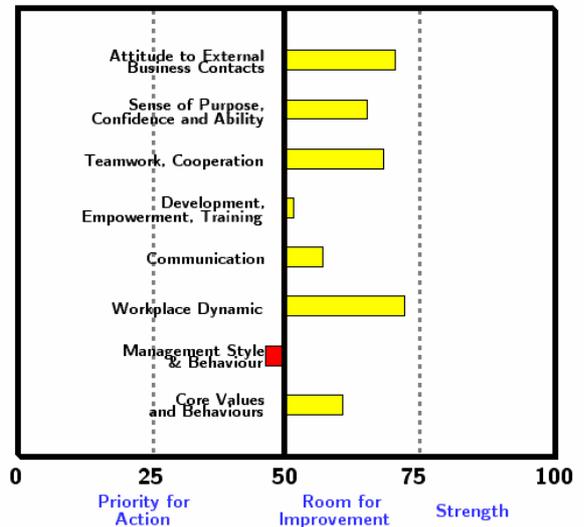


Figure 4: Element 2 Culture and Behaviour – Whole Organisation

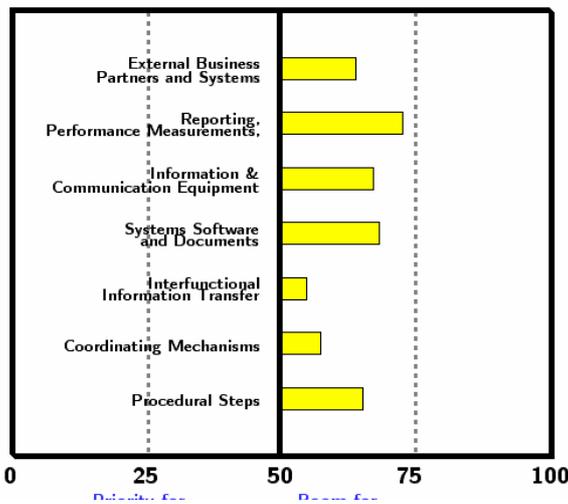


Figure 3: Element 1 Business Processes – Whole Organisation

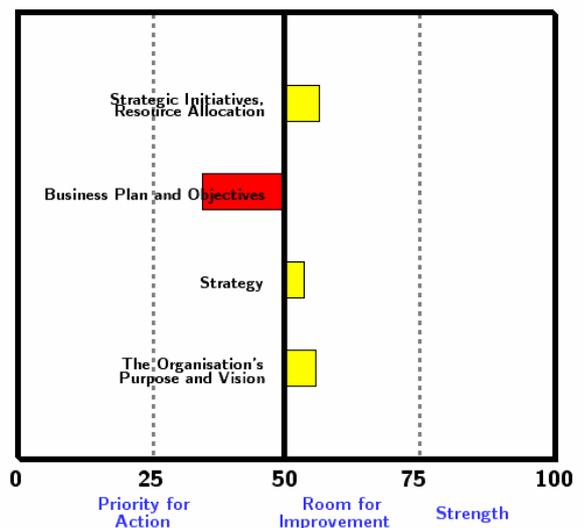


Figure 5: Element 3 Strategic Intent – Whole Organisation



Figure 6: Diagram of the Marketing division, showing individual driver strengths, those with room for improvement, and those that require priority attention.

Participative Planning

A participative workshop was held with the Executive Management Team. The Team was guided to identify the “drivers” most critical to success in each division, as well as company wide.



Figure 7: *Top Priorities*. The Top Priorities are the drivers that the management team identifies as critical, AND that the OEP identifies as weak or “Room for improvement”.

Once the critical drivers had been identified, a comparison was made between the ideal state (as established in the workshop) and the existing state (as identified by the survey). Drivers selected as being of critical importance should rate as strengths. Management was thus able to identify areas that required priority attention. (See Example *Figure 7*).

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The Results

- The OEP project was extremely accurate in identifying issues that would otherwise have been obscured by the organisational politics. It has focussed the company on some unexpected areas that needed improvement, and helped to identify the underlying causes of ineffectiveness.
- Employees expressed excitement at having the opportunity to make contributions towards improving company effectiveness.
- The MD has established his credibility by addressing the real issues rather than responding to the perceptions of management alone. Although some tough action was required to address some of the issues, there is a new vitality and enthusiasm in the team.
- The process prioritised areas that needed attention, and focussed the change efforts on those areas that would have the most impact on organisational performance. Baskin Clarke Consulting continues to work with teams in the organisation, developing strategies to improve the performance.
- It is logical that these improvements will flow through to better financial results. The Executive Management Team has decided to use the OEP as a benchmark to monitor effectiveness, and conduct another survey in 12 months time. It will also become the tool whereby all levels can participate in company planning.

**For a discussion on how the OEP
can benefit your company,
please call Baskin Clarke Consulting
on (02) 9388-0388.**