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CONSULTING PROJECT EXAMPLE
U.S. Department of the Army

Organization

This 400-person organization is part of an R&D function within the Department of the Army, comprised of mostly civilian employees. The Director of the organization has 12 direct reports; below the Senior Team are 27 managers.

The Situation

The organization was in the early stages of moving to a different military base 3 hours away. The Director had been in his position for only a few months, and knew that the pending move was causing morale problems. He wanted to make sure that the organization was positioned for success after its relocation. He also wanted to build a culture of innovation and accountability, and recognized that such a transformation started with himself and his Senior Team.

Objectives

1. Assess the existing culture and identify barriers to creating a culture that promotes innovation and accountability.
2. Develop and implement a plan that would give all managers, starting with the Senior Team, the knowledge and skills to lead and manage in ways that engage the workforce.
3. Improve communication throughout the organization so that all understand the new vision for the future, and what needs to be done to achieve that vision.
4. Identify specific goals for measuring progress.

Methods

- Administered an organization-wide survey to identify existing levels of alignment with goals, and levels of trust within the organization.
- Interviewed a cross-section of employees and managers.
- Facilitated
 - a series of three 2-day offsites for all managers, including the Senior Team, to build trust, and to promote alignment with the Director's vision, values, and strategy;
 - ongoing meetings with managers and employees to promote better communication.
- Provided coaching for managers.

Results

- Managers, including the Senior Team, have developed metrics for improving communication and visibility, and are succeeding in meeting those benchmarks.
- Improved morale, communication, and commitment to the Director's vision.
- Better relationships between the Senior Team and other managers.
- The Director said, "This process is absolutely delivering what we need. I'm starting to see dialogue and opening up from some of this team for the first time, in some cases in years."