

Organizational Effectiveness Organizational Assessment & Design

Organizational Effectiveness
Change Portfolio Management
Executive Coaching
Organizational Assessment & Design
Organizational Readiness Assessment
Talent Strategy
Transformational Change Management

The Challenge

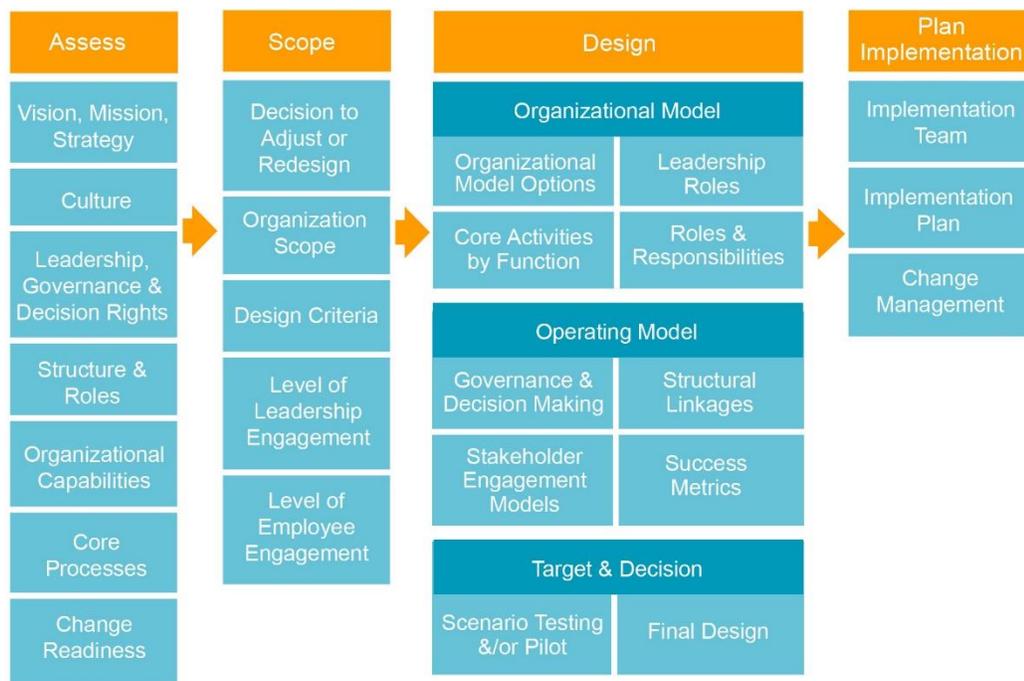
Businesses are continually evolving in response to an ever-changing marketplace. They change their business models, refine their strategies, form alliances and ventures, introduce new products and services, improve their processes, and hire new talent. The success of these changes depends largely on maximizing the efficiency and effectiveness of the business's most expensive resource and primary source of competitive advantage: its people.

Consequently, businesses frequently restructure their organizations with the hope of improving decision making, facilitating collaboration, unlocking latent capabilities, and increasing innovation and productivity. Often, organizations are restructured with an incomplete understanding of the key issues and their root causes, limited expertise in organizational design principles, and little to no engagement of managers and employees. These redesign efforts can result in disruptive changes in operations, poor employee morale, loss of talent, and limited improvements in productivity.

Our Services

Point B provides expertise and leadership in helping our clients design successful organization structures that are aligned with their strategic objectives. In some instances, our clients require moderate adjustments or fine-tuning; in others, our clients need a complete redesign of their organization. We customize an approach that is appropriate for the organization's objectives, circumstances and culture.

Organizational Assessment and Design Approach



Organizational Assessment & Design

Offices

Austin

Bay Area

Boston

Chicago

Dallas

Denver

Minneapolis-St. Paul

Phoenix

Portland

Seattle

Southern California

We usually begin by conducting a thorough assessment of the current organizational situation through interviews and information gathering. The resulting analysis helps leaders determine whether an organizational redesign is the right solution to their business challenges. It also determines the extent of structural change required and the success criteria that will guide design decisions.

We collaborate closely with our clients to resolve organizational issues by defining new structures, individual roles and responsibilities, means for engaging with internal and external stakeholders, collaboration and governance models, and metrics to monitor organizational effectiveness. This design work may be performed in partnership with working teams of organizational leaders, or, where appropriate, with management and employees. Before recommending a final design, we facilitate stress testing of the proposed changes to refine the design and ensure that it addresses the priority issues identified in the initial assessment. Point B consultants objectively facilitate the decision process to finalize the design. We also develop detailed work and change management plans to guide implementation of the new structure.

Why Point B?

Point B provides seasoned leadership and trusted advisors with a proven track record in organizational design and change management. Our approach is to focus on the organizational outcomes that clients need and to help them carefully consider the impacts of organizational changes. Leveraging years of experience in stewarding diverse clients through organizational design and implementation, we customize the approach to fit each client's needs. We partner with our clients throughout the process to solve organizational challenges, increase ownership, jump-start change management, and help them realize the benefits and value that their new organization is poised to achieve. Throughout our engagement, we leverage the collective wisdom of our firm and our client network to tailor best practices to our client's specific needs and opportunities.

Since 1995, our Organizational Assessment & Design services have:

- Advised clients on the decision and approach to restructure their organization.
- Led redesigns of organizational units ranging from teams to divisions to entire companies.
- Developed organizational structures and workforce planning for mergers, acquisitions, new ventures, new divisions and shared services organizations.
- Designed operating models to increase internal coordination and collaboration, and to improve customer engagement.
- Defined governance and decision-making functions as well as performance metrics to support organizational success.
- Clarified roles and responsibilities to optimize team performance.
- Engaged management and employees throughout the design process to jump-start change management.
- Developed and driven implementation and change management plans throughout the organizational transition.
- Advised executives and management throughout the implementation of changes to their organizational structures.