Organisational redesign

did Bowie and Dick get their MBA?

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The manager as a tool of change

- From consultant to manager
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- Redesign: Do it yourself?
  - Complexity
  - Commitment
  - Costs

- Your own behavior is crucial in redesign

- About this presentation
Redesign in steps

- Assignment
- Level of change
- Diagnosis
- Plan on headlines
- Plan of action
- Implementation
Levels of change

<table>
<thead>
<tr>
<th>First level:</th>
<th>Clear goals and ways</th>
<th>Installing new sterilisers, appraisal forms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reorganisation</td>
<td></td>
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<table>
<thead>
<tr>
<th>Second level:</th>
<th>Clear goal, ways may differ</th>
<th>New logistic layout</th>
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<tbody>
<tr>
<td>Organisational redesign</td>
<td>Integral change</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Third level:</th>
<th>Complex change no predictable end situation</th>
<th>Outsourcing</th>
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<tbody>
<tr>
<td>Organisational learning</td>
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</table>
Results of diagnosis

• Low mobility
• Specialised on island
• Health problems, sick leave
• Good: culture, technical lay out, freedom
• Bad: maintenance, no feedback, fear for mistakes
• Management: more empathy, more strict to rules
• Worker satisfaction rating = 7,5
Headlines for redesign

- culture
- management
- education
- machines
- structure
Plan of action

• For every headline, field of change:
  – assignment
  – Taskforces and members (12x)
  – Description of presentation
  – Planning of taskforces

• The manager organises the proces
  – Stimulating
  – Changing assignments or taskforces
  – Power and seduction
Results of implementation

- Mobility: 5 out and 4 in
- All round from 10 to 60% of workers
- Sickleave from 22 to 12%
- Good: proudness, feedback training, maintenance
- Bad: fear for mistakes
- Management: more visibility, project management?
- Worker satisfaction rating = still 7.5
% complaints analysed

- mistake CSD
- no supply
- defect
- total mistake
Sickleave % and frequency

- **2001**: 0%
- **2002**: 5%
- **2003**: 10%
- **2004**: 15%

**Graph Details**:
- Frequency (freq)
- Percentage (%)

**Legend**:
- Yellow bars represent frequency (freq)
- Red line with diamond markers represent percentage (%)

**Graph Description**:
- The graph shows the sickleave percentage and frequency from 2001 to 2004.
- There is a noticeable decrease in the percentage from 2002 to 2004.
- The frequency remains relatively constant across the years.

**Source**:
- DSc 2005
- 30 March 2005
Non results in this case

- 12% sickleave is still high
- Project management fails?
- No change in worker satisfaction rating
- Complaints about production
Conditions for succes

• Help of many
• Commitment own employees and workers council
• Commitment management
• Strong confidence
• Make successes visible, honest about mistakes
• Learning as basic attitude
• Luck!
Conclusions

• Redesign can be done without consultants
• Keep in line with individual strength and weaknesses
• Organise assistance and keep learning
• Managing a CSSD also includes organisational studies and HRM
• Anticipate on chances of succes and take your time (1-2 years)
Further reading?

- Boonstra, Jaap, Dynamics of organizational change and learning (2004).