



Case Study: Change Management

The National Braille Press (NBP) is a Boston-based, nonprofit, Braille publishing house. After 31 years on the job, Bill Raeder decided to retire in 2007 as the Executive Director of NBP. He left a strong organization, but one that was used to his style, process, and preferences. His successor, Brian MacDonald, sought to update and professionalize the organization.

MacDonald discovered some surprises upon taking on his new position. One surprise was the degree of insularity in the organization: people stuck to their functional areas and rarely collaborated with other functions. As a result, the organization failed to capitalize on several promising opportunities.

MacDonald took decisive and radical action. He restructured the organization, redefined departments, and instituted a team-based structure. In what was, perhaps, his most counter-cultural move, he promoted a low-profile director onto his leadership team. The changes seemed to be working, but MacDonald wanted concrete evidence and information about what was left to be done. He commissioned a network analysis.

The following diagrams show how people interact in order to complete daily work (Figure 1) and cross-functional interactions related to innovation, problem solving, and expertise sharing (Figure 2). The boxes in each diagram represent NBP's departments which are (starting at 12:00 and proceeding clockwise): Admin, Development, Ed Sales, Production, Pub Services, and Systems.

Based on this data:

- How successful has been MacDonald been at changing the culture to one of cross-functional collaboration?
- Where does NBP still need to improve collaboration?

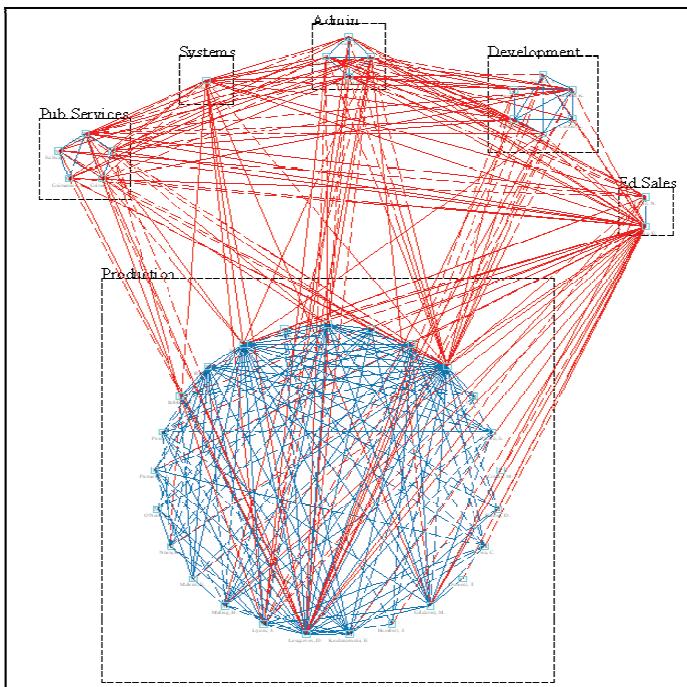


Figure 1: Work Network

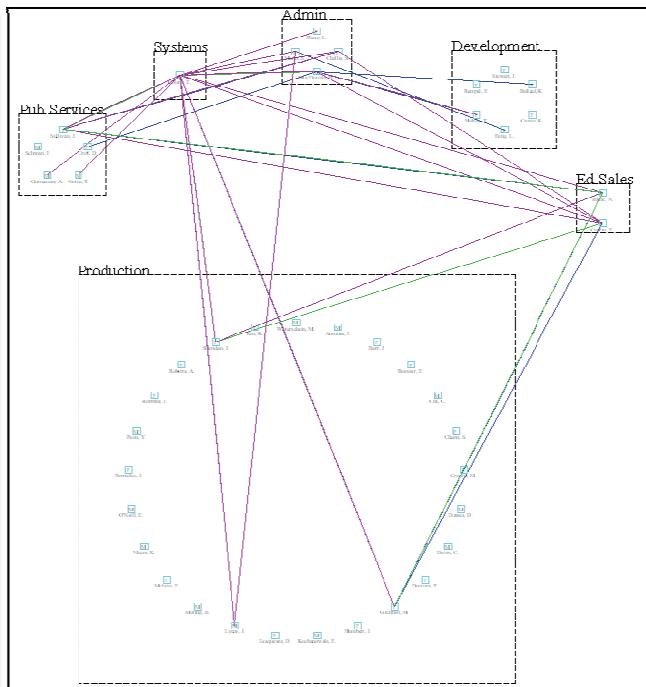


Figure 2: Cross-Functional Interactions