

# Organization Assessment

## Case Studies, Methods, & Results

### Case #1: Workforce Assessment

*Situation:* An 800-person energy company was acquired by an international organization. The acquiring organization needed to understand the talents, skills, and potentials of the acquired company's workforce.

*Approach:* Partnering Resources designed and implemented a whole-system workforce assessment process. The centerpiece of the assessment was a tool that created a skill inventory of the entire organization.

*Results:* The organization obtained what it needed in record time and used the information to create succession, staffing, and development plans.

*I've never seen such uniformly positive responses. It's a home run!*  
- Company Director

### Case #2: HR Organization Assessment

*Situation:* A new CEO had ambitious goals for the existing HR organization. The VP of HR needed to quickly understand the assets and challenges within the organization and align with customer needs.

*Approach:* Partnering Resources developed and facilitated a process to assess an HR organization, gather "voice of the customer" data, engage employees, and mobilize resources for change.

*Results:* A complete assessment in 3 months that involved over 100 people, produced a roadmap for change, generated commitment to change, increased focus, and eliminated unnecessary activities.

### Case #3: Accountability Mapping

*Situation:* A new VP of HR needed to iron out a dysfunctional division and deliver for clients who were becoming more vocal about their dissatisfaction.

*Approach:* Partnering Resources designed and facilitated a process that identified every service expected by clients and by the organization. Then, Partnering Resources helped the HR leadership team create action plans for streamlining the organization, aligning activities to areas, and mapping tasks to staff.

*Results:* A clear picture of the entire HR organization that showed its responsibilities, its redundancies, its obsolete activities, and its path for improvement.

### Case #4: Utility Transition Planning

*Situation:* An 80-year-old electrical utility desperately needed to reinvent itself in order to compete in a newly-competitive market landscape. It was hindered by decades-old animosity between union and management and adherence to old ways of doing business.

*Method:* Partnering Resources designed and developed initiative to promote participative management in an electrical utility and support strategic culture change. Components included leadership development, participative problem-solving training for natural work teams, and continuous process improvement teams.

*Results:* The organization achieved \$1.1 million in cost savings, increased commitment to partnership, and increased leadership competency.

### Case #5: Transition Planning & Implementation

*Situation:* A CIO recognized that success implementing Capability Maturity Management methodology in his company would take superior people and transition management.

*Approach:* Partnering Resources guided the implementation team through key activities designed to support the rapid changes in process and procedure. The team assessed stakeholder concerns, developed messages, and implemented communications. In addition, Partnering Resources developed and rolled out an on-going survey that assessed employees' perceptions, solicited improvement ideas, and paved the way for collective problem solving.

*Results:* The organization achieved its goal: it was assessed by outside auditors as operating at Level 3 certification with 50% the time recommended to achieve this goal. In the process, the organization boosted productivity and throughput, reduced software defects, and improved project delivery.

*The program has been a great success. We accomplished more than I had anticipated.*  
- CIO