



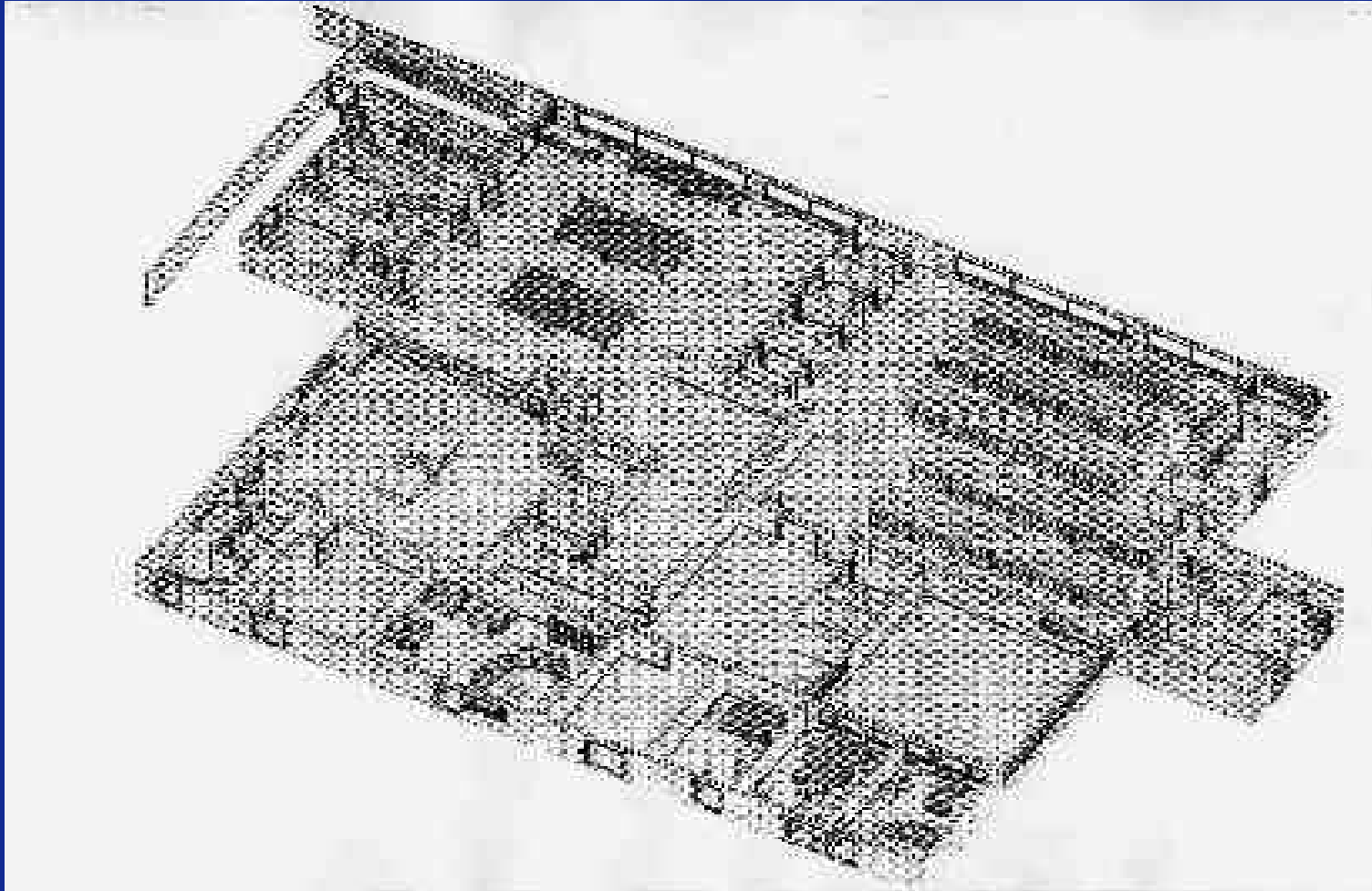
Organisational redesign

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

First level: Reorganisation	Clear goals and ways	Installing new sterilisers, appraisal forms
Second level: Organisational redesign	Clear goal, ways may differ Integral change	New logistic layout
Third level: Organisational learning	Complex change no predictable end situation	Outsourcing

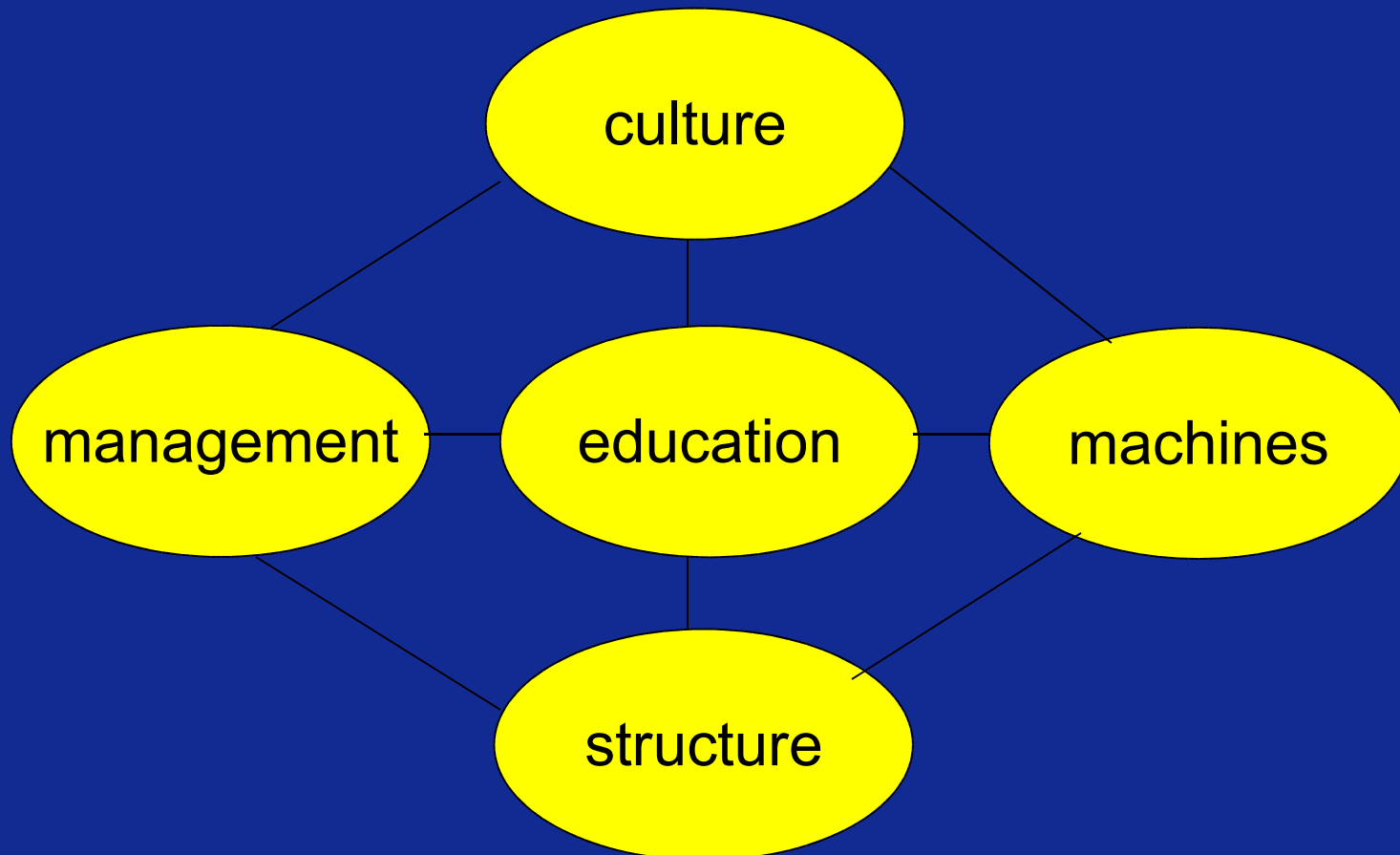


Results of diagnosis

- Low mobility
- Specialised on island
- Healthproblems, sickleave
- Good: culture, technical lay out, freedom
- Bad: maintenance, no feedback, fear for mistakes
- Management: more empathy, more strickt to rules
- Worker satisfaction rating = 7,5



Headlines for redesign





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

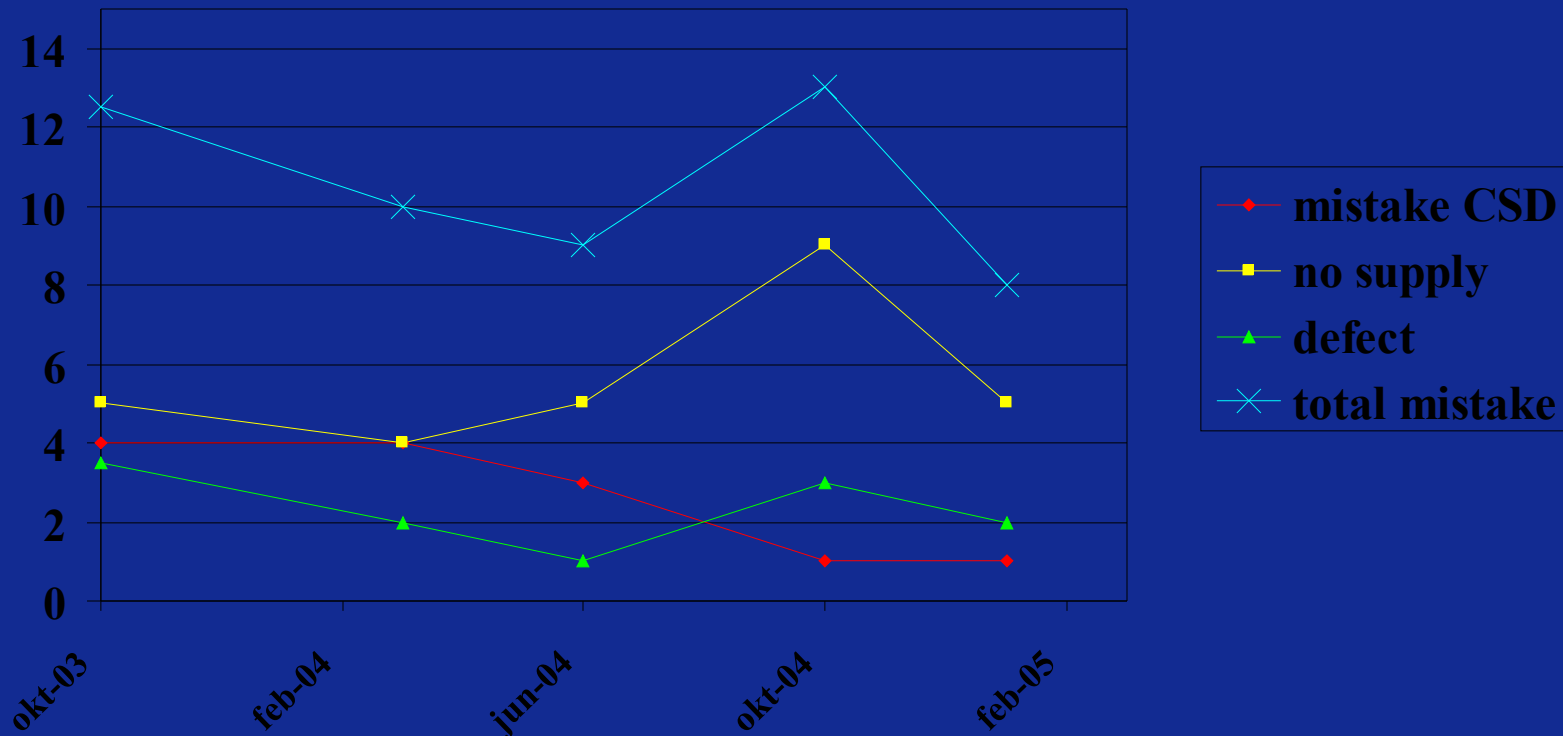


Results of implementation

- Mobility: 5 out and 4 in
- All round from 10 to 60% of workers
- Sickleave from 22 to 12%
- Good: proudness, feedbacktraining, maintenance
- Bad: fear for mistakes
- Management: more visibility, project management?
- Worker satisfaction rating = still 7,5

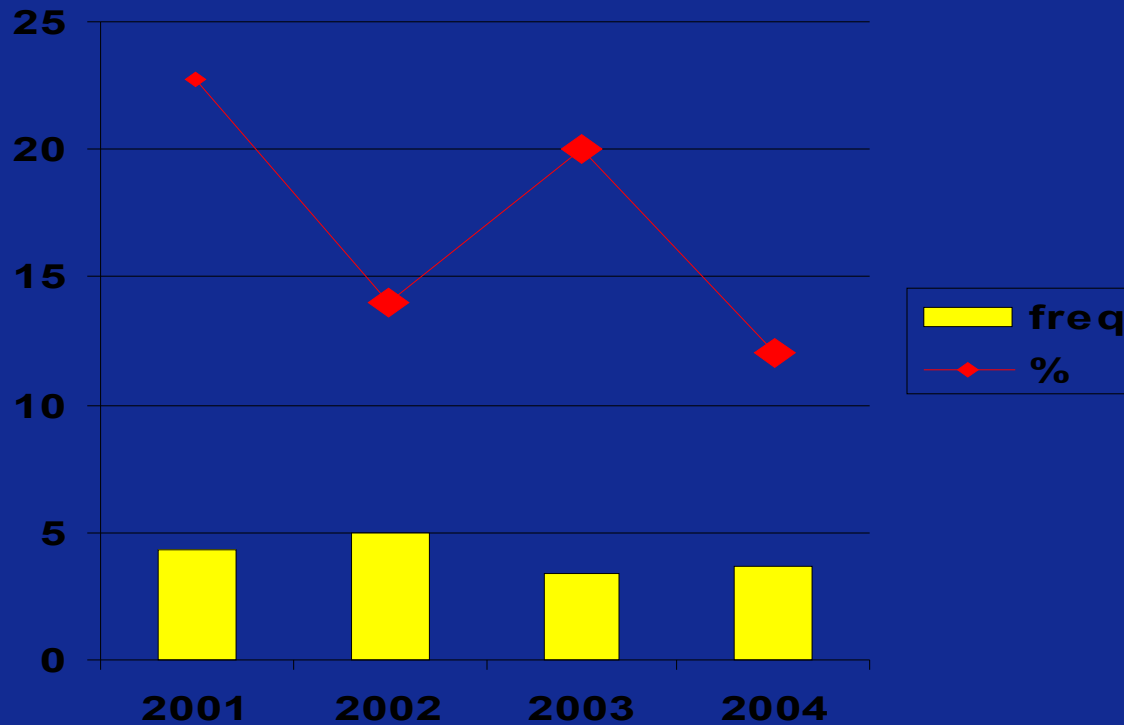


% complaints analysed





Sickleave % and frequency





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).
- French, Wendell & Bell, Cecile (1995) Organization Development. Behavioral science interventions for organizational improvement. Englewood Cliffs, NJ: Prentice Hall
- Block, Peter (1981) Flawless Consulting. A Guide to getting your experience used. San Diego, CA: Pfeiffer.