

# White Paper

## Oxford Libero Consulting

### Building Capacity for Redeveloping Your Organization



# Management by Magic Wand?

Too often, underperforming organizations turn to a new leader to save them from themselves. These leaders come in with good credentials, relevant experience and a fire to improve the organization. They have heard the war stories from the organization. They also have all kinds of opinions from the hiring group on what needs to be done.

Inside the organization, the personnel have many years of experience, have a will to improve the fortunes of the

organization and unfortunately, significant frustration. They are often blamed for the lack of success of the organization. It could be true or not.

The traditional approach is to start with a strategic review, go on a road show and begin the process of organization redevelopment. Unfortunately, these new ideas are sent to the same ineffective organization for implementation. This leads to inevitable frustration both in the trenches and executive suite.

## The Standard Result

This is the point where organization change can go either way. Leaders have the choice of working with the organization or blowing it up and starting again. This is usually where the consultants come in looking to find fault and sacrifice a few bodies to the change gods. The question is, was this fair? Does a new direction really change an organization? Are these consultants really vested in doing what is right for the organization or do they find fault because that is what they are there for? Are you, as the new leader, guilty of 'management by magic wand' where you give some direction, wave your wand and expect years of issues to magically correct themselves?

Rather than finding fault and making sacrifices, wouldn't you prefer to heal the organization and understand who can help and who will hinder your new direction?



# The Oxford Libero Way

There is no silver bullet. Organizations are not reformed by one, two or three day courses. Adding a single program can improve organizational efficiency but will not transform your organization. Leadership does not come from a 'magic wand'. Change does not happen because the leader says so, but through a comprehensive integrated program that changes every aspect of an organization.

At Oxford Libero Consulting, the extensive experience we have in organizational redesign forms the foundation of our integrated reform approach. It allows us to take on the most complex change initiatives. It also means that we can support the introduction of any of our programs while keeping the big picture of your organizational change in mind.

Organizations seek to undertake two types of organizational change: radical and incremental. Programs like Six Sigma, Lean, etc. are excellent for the

incremental changes most well designed organizations need (Process Control in Figure 1). We recognize these as critical programs for ensuring on-going incremental change. This is important for maintaining the momentum after the implementation of our radical change process. However, it doesn't enact radical change.



Figure 1: Oxford Libero Change Model



Our process seeks to rebuild the organization to meet its strategic needs. We completely redesign the operation and then ‘burn the bridges behind us’ to ensure that the organization cannot resume its old ways after the change. To do this requires a complete rethink and redesign of: organizational culture; mandate; vision; strategies and objectives; processes and workflows; policies and business rules; accountabilities, roles and responsibilities; decisions and information requirements; technology and infrastructure; procedures; and then a program of process control to keep the program evolving.

We can offer each of our programs independently. For organizations looking to effect significant change, all of our programs seamlessly integrate into a single program.

By combining our: Strategy Program; Leadership Program; Business Intelligence Program; Enterprise Architecture; and Quality Program, we

are able to completely redesign and implement a comprehensive and sustainable change for your organization (Figure 2). In addition to these programs, we have a series of support programs that assist in the implementation of effective organization projects.



Figure 2: Oxford Libero Delivery Program





# Redeveloping Your Organization

As a leader, you have the choice of dismantling, only to have to build again, or redeveloping and adjusting your organization with surgical precision, effectively putting the levers of control in your hands. There are always consultants willing to take your money to do the former. We prefer to work to put your leadership back in control, able to pull the levers and have the organization adjust to your strategic intent. We do this while building leadership capacity and correspondingly identifying your high potential management candidates.

Our Program can take you through a complete organizational reformation facilitated by Oxford Libero Consulting but led by your leadership group. This is done while you develop your leadership capacity throughout all levels of the organization, creating your next generation of senior leaders. Our approach is consultant light, providing facilitated sessions for all levels of leadership and mentorship to ensure the program continues to transform

the organization. The transformation will be executed by your complete leadership team as part of our leadership development program. We take each level of management through a structured program that will cover all aspects of organizational redesign at the appropriate levels of the organization. Participants will be taken through programs ranging from 10 to 20 weeks, building their skills and understanding of their role while they work on the organization. For many, this may be the first time they truly understand their role in the organization.

The executive team is taken through a program, customized to their situation, called Leadership by Design. It builds the capacity of the executive team to mentor the organization while rethinking their strategic intent. The senior and middle management teams are taken through our Leadership in the Middle Program. The critical frontline management team is taken through our Leadership on the Line Program.



### **The Leader By Design<sup>®</sup>**

Leaders By Design are primarily responsible for defining the organization's Strategic Value Proposition and being sure that the organization is effectively delivering that value. They create an organization with purpose *on* purpose....AND they craft the organization so its resources are properly focused and fully optimized.

Leaders By Design are responsible for the organization's sustainable vitality—for the organization being an integrated, congruent whole. A Leader By Design plays two critical roles:

**The Architect.** This is the role they play at the interface between the organization and the marketplace. They focus less on the status quo and more on what the organization needs to become to continue being vital.

Additionally, The Architect designs the systems and structures that focus the resources of the organization.

### **The Organizational Development**

**Consultant.** This is the role they play at the interface between the organization and the Tactical Teams. The Leaders By Design are responsible for being sure the organization is creating the capacity it needs to succeed and for how well people are connecting to, and actively participating in, making the organization happen.

Of these two roles—The Architect and the Organizational Development Consultant, their primary focus is on the Architect role.

### **The Leader In The Middle<sup>sm</sup>**

The primary focus of a Leader In The Middle is on the interface between the Tactical Teams and the organization itself. These are the classic Middle Managers. They are the Value Stream Managers who are responsible for the effective execution of the flow of a product or service. Because of this responsibility, they are the ones who



lead (or can impede) strategic change. They sit at the critical interface of the changing strategy, being driven by the executive managers—the Leaders By Design, and the day-to-day execution of the organization, being led by the first-line supervisors—the Leaders On The Line. As such, they must both understand and participate in the strategic evolution process, and they must understand and assist the Leaders On The Line in resetting their teams' capacity to execute the changing business model of the organization.

While their primary emphasis is on the Organizational Development Consultant role, they must also actively participate in the Architect role of the Leaders By Design and in the HR Generalist role of the Leaders On The Line.

#### **The Leader On The Line®**

The primary responsibility as a Leader On The Line is to execute the day-to-day work of a part of their organization. Of the two roles they play—the Chief Operating Officer and the HR Generalist—their primary emphasis will be on the HR Generalist role.

The Leaders On The Line are the number one reason why employees stay or leave, are a major factor in productivity, and are the principal architect of skill development for members of their team. Their ability to connect and fully utilize both the current and potential talent in the team to achieve the team's Critical Outcomes is central to the success of the team.

#### **Program Architecture**

Our transformation program starts with the executive team. We take them through the Leadership by Design program. This is generally a 10 week program aimed at fulfilling the Architect role, chartering the transformation initiative and establishing a team to mentor the senior and middle management as they undertake their redevelopment projects. This work is completed before we roll the remainder of the program out to the organization. This is critical, as the cohesion and clarity of the executive team is fundamental to organizational success.

The second stage, under the mentorship



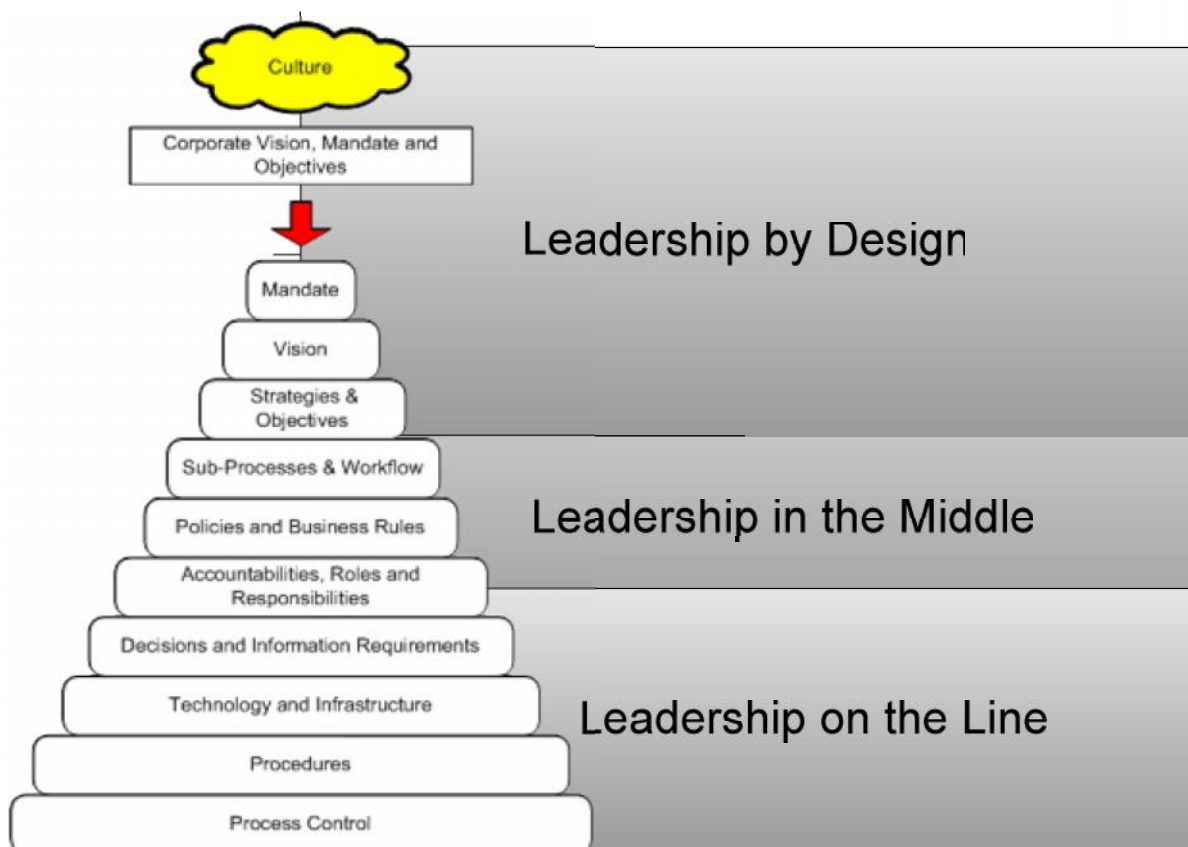


Figure 3: Leadership Program Areas of Focus in Organizational Redevelopment

of the executive team, is to take the senior and middle management teams through our 20 week Leadership in the Middle program. The functions of this program are to have the management redevelop their units to support the new strategic direction and equip them with the tools to manage the people side of change. This begins the tactical process of restructuring the organization and rethinking its operation.

At week 12 of the Leadership in the Middle program, the senior and middle management teams, will be in a position to begin the process of mentoring your frontline managers. The most critical aspect of our transformation process is converting the strategic intent





of the organization into tangible actions. The interface to your most valuable assets are your frontline managers. The Leadership on the Line program equips your managers with the organizational knowledge and skills to ensure a complete organizational transformation. The integrated nature of the programs ensure that a common message is embedded in all aspects of the organizational redevelopment.

The Leadership on the Line program is a 20 week program that provides the skills and perspective necessary to understand and execute their new accountability. It helps them to understand the role of the Chief Operating Officer, by having them 'go to the balcony' to understand their part of the organization. It then equips them with the tools necessary to lead their team effectively.

Our consultancy provides a program facilitator who takes your team through the bi-weekly sessions (4 hours each) for each of the leadership programs. We will also provide a mentor consultant to oversee the development program in your organization for the duration

of the redevelopment effort. Our approach relies on building strength in your management team and having them own the redevelopment effort. Rather than having a team of consultants come in to drive the change initiative for the people in the organization, we expect the people in the organization to put in the effort to change themselves, with our assistance and the mentorship of your senior leadership.

Overall, the program will take the organization through a complete and successful redevelopment in 42 weeks. The leadership program is foundational to the redevelopment approach. In addition we have a number of integrated programs that we use to customize the program to the unique needs of the organization.

### **Program Structure**

Our leadership program is based on the Socratic style of education, much like the oldest English speaking university in the World, Oxford University. Oxford has been using this method successfully for 800 years. Our program is not a



traditional 'training' program with Powerpoint slides and lectures. Instead, it is a facilitated discussion focused on the course content and reviewing learning from previous assignments. This allows for learning both from our facilitator and the remainder of the participants. These sessions are held every two weeks for the duration of the program. In between sessions, participants are engaged in assignments that are used to rethink their operation and prepare them to manage effectively in the reformed organization. Participants are twinned with a mentor in their organization who assures alignment throughout the organization as the reform occurs and assists the participant in their development as leaders.

The approach 'sweats the details' of strategic reform, driving it right to the front line. It provides the platform for your own people to drive the change instead of a group of consultants with limited organizational context. The presentation of the work completed by the leadership teams to the executive team also allows your organization

to identify high potential future leaders and those who might not be able to make the transition. Ultimately, your organization is left with clear: strategy; accountability; roles; processes; decision structures; and information requirements. You are also left with a management team who understand their expectations and who have a road map for reforming their organization in line with your strategic direction. As an organizational leader, this puts the levers of control firmly in your hands. You will no longer suffer from the 'Management by Magic Wand' approach to management as you will have an organization that understands their role in making your strategy reality.

#### **Additional Programs**

The leadership program provides the platform for a comprehensive and strategic organizational redevelopment. We supplement this program with our unique approaches in strategy, business intelligence, quality programs and enterprise architecture. In each case, we break outside of the norm to get to the true value of these programs. We





Figure 4: Oxford Libero Consulting Comprehensive Program Model

encourage you to review our program offerings to get further information on how we can use our innovative programs to push your organization to its true potential. From assessing the appropriate type of strategic program that your organization should undertake to developing appropriate decision structures to support your Business Intelligence initiative, Oxford Libero Consulting has experience in designing programs that get real results. Our focus is on outputs not inputs.

We also supplement our program offering with a number of training programs that support building internal capacity in your organization. We provide training in project management and project systems, Prosci change management, business analysis, business process management and Matrix Management 2.0. All are part of developing your own agents of change similar to our Oxford Libero consultants.



# More Information...

We provide significantly more information about each of our leadership programs in individual documents located on our website. In these you will get a full appreciation for the content and approach to delivery. These are not standard 3 day courses. These are truly transformative.

For more information on our program and each of the sub-programs we offer, please consult our website at [www.oxlib.ca](http://www.oxlib.ca) or contact us for our more detailed documents describing each of the programs we offer. We are happy to provide additional details on our programs and about our consulting group.

We also encourage you to visit our website and follow us on Facebook and Twitter. We are happy to provide briefings in each of our areas of expertise. We often have unique perspectives that you may find

interesting or even provocative. We also provide information regarding public courses being offered by Oxford Libero Consulting throughout the year.

## Contact Us:

You can contact us via **e-mail at:**  
[info@oxlib.ca](mailto:info@oxlib.ca)

## Phone:

Michael Dumelie B.Admin. CMA  
MBA(Oxon.), Partner  
(306) 502-1036

Barbara Osborne B.Admin. CMA,  
Partner  
(306) 541-5061

## Address:

3036 Albert Street, Regina SK S4S 3N7

