
HOW EnCOMPASS™ WORKS IN A GOVERNMENT ORGANIZATION

Government organizations are highly complex in that they have to deal with many interdependencies and cross-sectoral issues. For example, operational support organizations have critical relationships with the operating divisions which they serve, and also with each other. One example is the head office branches of a decentralized department and the regional, district or field offices which they support. A second example is the joint responsibility shared by several ministries for the environment and land use “sectors”. A third is the currently fragmented forestry research and development “community”.

Effective organizational design requires a careful analysis of these relationships which, in turn, requires that substantial effort be invested in understanding them.

Developing a clear and *validated* picture of the working relationships between groups and individuals is always a difficult and challenging problem for the consultant, as well as for the client. In government, the dynamic nature of the separate tasks and assignments of both individuals and organizational units complicates the issue enormously, rendering conventional approaches to organizational analysis inadequate.

Traditionally, four techniques are used to develop the organizational picture, sometimes in combination:

Interviews

At the outset of the project, in-depth interviews are usually conducted with a broad cross-section of individuals representing diverse levels, responsibilities, and functions within the client organization.

Focus Groups

The interviews may be complimented with structured focus groups intended to obtain (usually qualitative) information from a broader spectrum of participants, and to highlight inter- as well as intra- organizational issues.

Work-flow Analysis

An additional tier of information and analysis with regard to the nominal work flows and processes might also be developed by charting key work-flow areas.

Communication Patterns Analysis

In order to understand how tasks are actually enacted by an organization, it is useful to examine the patterns of communication and information transfer. However, this is rarely sufficient by itself, and in some cases might be dangerously misleading. Communication networks show *how* information is transferred and to whom, but they do not provide any indication of the *influence* that the linkages may have on how the organization enacts its functions, or ultimately on *how* decisions are made.

So far we are on a well-worn path. Each technique helps to clarify and understand the operations of a branch or department within an organization, but they are never adequate by themselves, and only rarely when used together. This is one reason why so many attempts at re-organization end up in failure - decisions are made on the basis of a limited understanding of what people *really have to do in the work-place*.

Government organizations perform numerous, diverse tasks concurrently, and with varying degrees of urgency, importance, and priority, that utilize and compete for the same resources. In these dynamic organizations, simplistic or aggregated representations of the relationship patterns contribute little to the understanding of the situation, or to the assessment and implementation of realistic alternatives.

Recognizing the critical significance of the relationship issues, the consultant must adopt a multi-faceted approach which includes the use of advanced computer based technology for

organizational communication, process mapping, and analysis. A critical step in the process of developing effective and enduring change is the establishment of a *common perception* of the issues and a *consensus* of key individuals on the process and priority for change. **EnCompass™** is the *only* methodology we have seen which can facilitate this very critical step.

EnCompass™ was developed precisely to cope with these challenging organizational and business process analysis situations. It represents a radical and powerful departure from the traditional methods of management analysis, and was developed through a collaborative effort of progressive business leaders, leading management consultants, and experts in data navigation and display technologies. It has been integrated into the management practices of business enterprises ranging from small, emerging companies to major multi-nationals. Government agencies around the world have also used the methodology, including the United Nations Development Program, the US Air Force, the Kuwaiti Civil Service, Los Angeles Transportation Authority, LAPD and the US Department of Commerce. It has been adopted by respected schools of business for graduate education and research, including the Anderson Graduate School of Management at UCLA, the John Heinz II School of Public Policy and Management at Carnegie Mellon University, and the School of Business at Boston University.

Through the use of a straightforward and quickly completed survey instrument, tailored to each organization and application, information is collected from members of the organization with respect to their interactions and relationships on *issues identified by managers as critical to the attainment of organization's objectives and performance*. The issues may range from the strategic to the tactical in nature, depending on the objectives of the study. A front-end program called **CoNexus** assists in the issue identification process.

EnCompass™ then processes this information from the survey to produce a family of three-dimensional self validating "maps" which accurately represent the way the organization actually enacts its tasks, how information is communicated and utilized, and how decisions that influence the operations of the enterprise every day are made and implemented.

The powerful analytical capability built into **EnCompass™** provides not only for the analysis of the pre-selected issues, but also the assessment of actual and potential interactions among them. These readily understood graphic "cat scans" provide management and staff with accurate and readily interpreted views of the operation. These identify quite clearly the actual and potential problems and poorly utilized resources. **EnCompass™** then presents the optimal solution and, most importantly, the metrics to monitor the recommended changes.

Among the most valuable results of an **EnCompass™** analysis are the real-time interactive feedback sessions with management and study participants, using the graphics developed by the software. Feedback sessions with the client steering committee, with managers in the both the operating and support divisions, with the CEO and with the staff, are critical parts of the process. Once in place, **EnCompass™** helps enormously with executive briefings because it's reporting function is entirely in easily-understood graphics. The days of the "briefing book" are past since the results may be downloaded to any PC for future reference, monitoring and action.

The graphical nature of the resulting presentation facilitates the development of consensus among managers and staff, thus enabling the organization to undertake and manage the organizational and business process improvement programs. **EnCompass™** provides both a "what-if" analysis capability, to assess the potential impact of alternatives; and effective dates for changes so that the path of change can be designed and monitored.

Since concerns of this type are often central to the focus of many projects within government, **EnCompass™** is the methodology of choice to study the relationships between the operating and support organizations in governments.

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