

Case Study 1

Change Management Part I

Organisational restructuring and team optimization for cost reduction

Objective:

A service provider, providing a suite of middle and back office services to clients across the globe did an organizational restructuring with a view to reduce costs, maximize profits and improve the quality of deliverables. However, soon they recognised that in order to successfully implement this initiative, it was crucial to manage this change well.

Background:

As part of organisational restructuring, a business decision was taken to merge two departments into one – Team I was doing business which had work all through the year while Team II was providing specialized services, which were cyclical in nature. It was becoming increasingly difficult to expand the services that Team II was offering, as it was hard to find so many temporary staff to meet the cyclical demand and it was also difficult to pick up more mandates given the limited resources available.

Both the teams had members with similar professional qualifications; hence, it was a skill that could be acquired by Team I relatively easily. The expectation was that this

synergy would help in building a scalable product with better and timely delivery of services.

Challenges:

When the decision to merge the two teams was taken, the thought process was to have “Team I” prepare the deliverables and have “Team II” (team having specialized knowledge) review the product.

However, the message from the management wasn’t communicated in an appropriate manner and it led to insecurity amongst the members of “Team II” and most of them resigned from the organization.

The immediate challenge now was to deliver the specialized services to their customers who had subscribed for the same, as the knowledge pool was pretty much exhausted. Moreover, there was also a china wall between the two teams, whose processes were getting merged.

Our Approach:

The company had only two months to go before the deliverables would start. Our primary goal was to make sure that Team I was trained to prepare the deliverable with reasonable quality.

In order to meet this immediate requirement, we adopted a step-by-step ground up approach. Given our extensive experience on the operational front, we came up with practical and executable solutions.

Outlining some steps below:

1. Prepared a list of all the deliverables along with the due dates
2. As there was a shortfall in Team II, identified some strong personnel from Team I to do the reviewer role.
3. Assigned a primary and secondary person for preparing and reviewing each of these deliverables
4. Scheduled general training sessions for Team I and specific Q&A sessions to resolve doubts that the team had.
5. Had each team member actually do a mock run of the deliverables for nine month period. This allowed them know their client better and got them closer to client specific nuances.
6. We got this product reviewed from the reviewer team.

The above resulted in a lot more confidence across the team ahead of the peak cycle.

Results:

We were able to meet the target deliverables in a timely manner and with reasonably good quality. The project of restructuring the business model turned out to be a success story.

This initiative laid the foundation of building a scalable product, which also had a potential of improving client satisfaction score significantly. On successful completion of the first phase, our scope of services grew and we were assigned the task of taking this initiative to the next level and maximise the returns. Phase 2 to be covered in another case study. Stay tuned.