

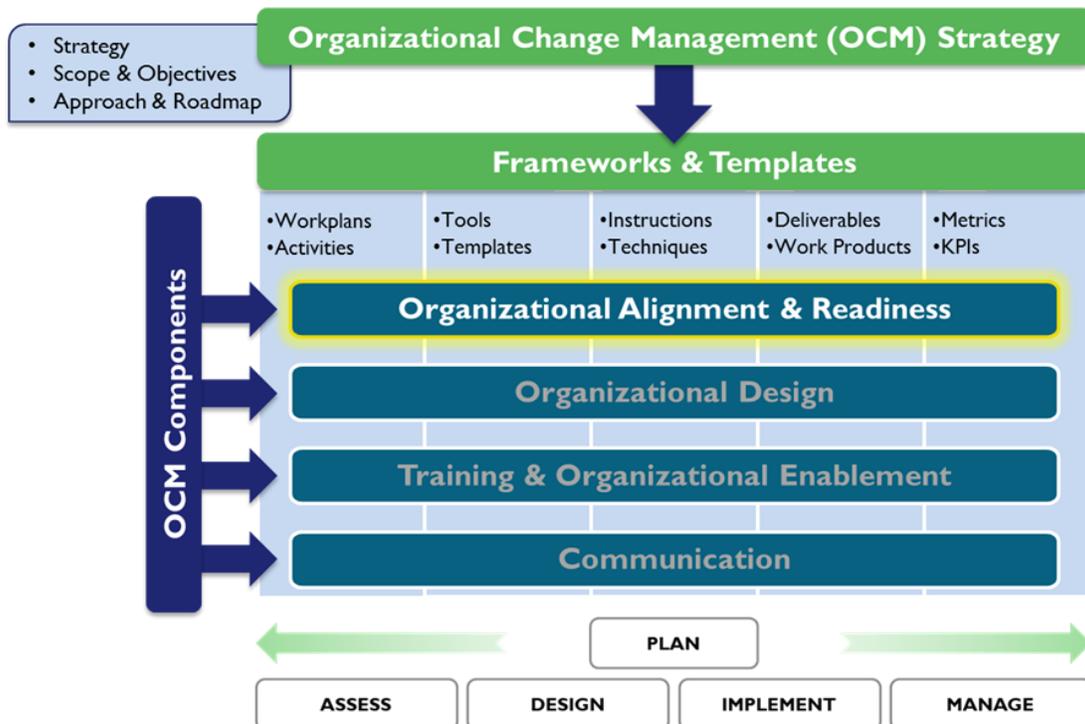


Spinnaker’s Methodology for Organizational Alignment & Readiness

What is Organizational Alignment and Readiness?

Companies (and departments) have beliefs, behaviors and unwritten ground rules that shape the actions of individuals and groups — that’s culture. The effect of an organization’s operational culture on a business transformation initiative’s success can be complex and introduce unexpected project risks. The focus of Organizational Alignment & Readiness is to assess these influences and leverage or counter them, as needed, to align with transformation objectives. Organizational Alignment & Readiness facilitates the transition to the future state, tapping into employees’ desire for change while tackling ingrained organizational tendencies to preserve the status quo.

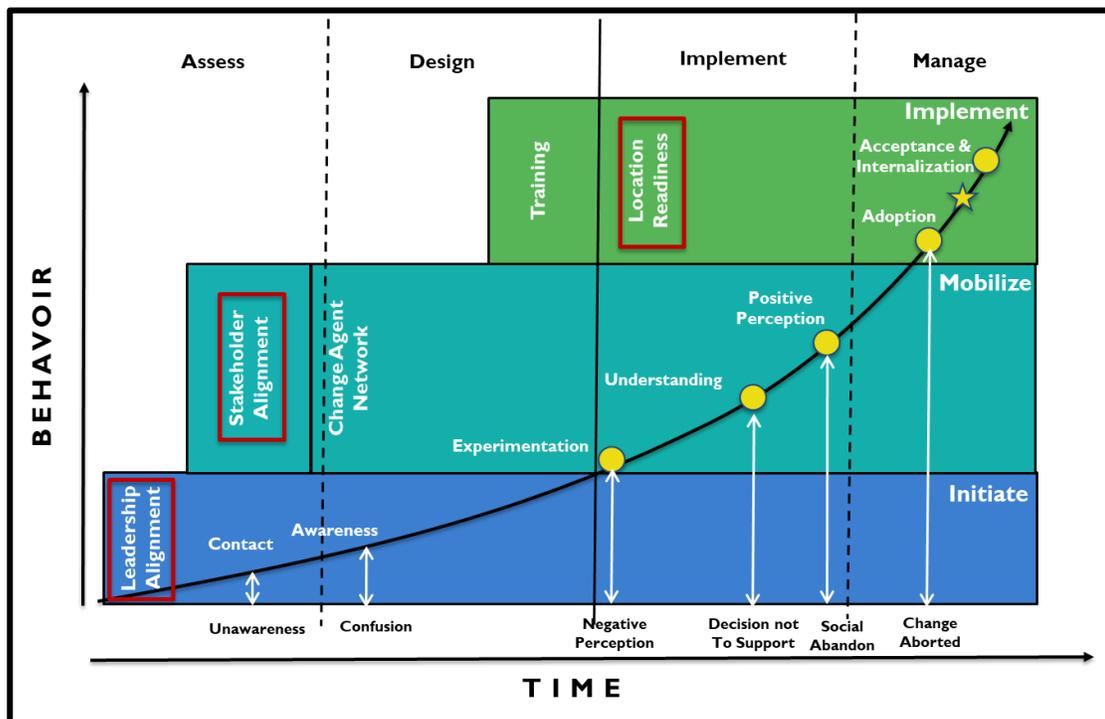
Spinnaker’s Solution



Spinner’s Organizational Change Management methodology integrates an Organizational Alignment & Readiness component into its framework.

Organizational Alignment and Readiness Methodology

Organizational Alignment & Readiness activities follow a change curve to drive important change outcomes as a project unfolds throughout its lifecycle. At defined stages along this curve, the Change Management team assesses stakeholders to gauge progress. These readiness assessments help the project team determine specific needs and target approaches for communications, education, knowledge transfer, organizational enablement, and other tactical alignment activities. Continual touchpoints with leadership, one-on-one interviews with executives, and engagement with the Steering Committee are used to ensure alignment around the project vision and underlying business objectives. The organization overall is regularly assessed to measure the awareness, understanding, and adoption of the change. When assessments show gaps in alignment and readiness, Spinner works with project leaders to adjust and execute change readiness actions.



Spinner’s methodology considers three key behaviors (dimensions) as shown above: **Leadership Alignment, Stakeholder Alignment, and Location Readiness.**

Leadership Alignment

Leadership Alignment attempts to ensure that leaders of the project and the organization are knowledgeable, supportive, and credible advocates of the transformation effort and understand their role in its success. Leadership Alignment activities enable a solid, shared understanding of project vision, objectives, and business case for change. They are designed to maximize leadership advocacy and visible involvement throughout the business transformation.

Stakeholder Alignment

Stakeholder Alignment ensures that stakeholders, both those influencing the change and those impacted by it, are sufficiently aware, knowledgeable, and prepared for the impending business transformation. There are two key elements to stakeholder alignment: **Stakeholder Assessment and Change Agent Network**.

Stakeholder Assessment

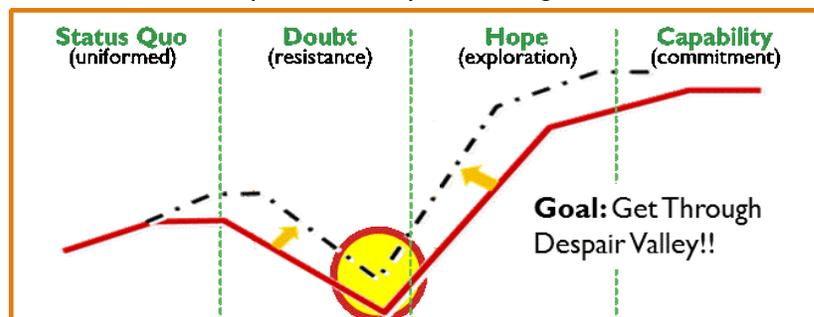
Stakeholder Assessment uses surveys and analyses to look at stakeholder needs and issues, identify relationship structures, and recognize the key influencers in the organization. Stakeholder Assessments look at both an organization's formal structure, as well as the informal network relationships, where the true "underground" power often lies. Examining these relationships is done to identify individuals or groups where either more diligent alignment must occur or where they can be assets to drive the business transformation.

Such assessments profile to what degree each stakeholder is impacted by the change and maps that against their apparent level of commitment to the change. These assessments help identify potential members of the Change Agent Network, as well as any risks or "hot spots." As these assessments continue over time, changes versus the initial Stakeholder Assessment provide insights about the effectiveness of the change efforts of the business transformation.

Change Agent Network

Respected and influential employees who become the "face of change" to end users and stakeholders are the foundation of the Change Agent Network. Because these individuals are internal to the organization, their voices are familiar and credible to other stakeholders. In a business transformation, members of the Change Agent Network often champion the local deployment of the change and act as the liaisons that connect their locations to the program leadership. A Change Agent Network is invaluable in helping to launch and promote initiatives via such activities as "brown bag" sessions, town halls or roadshows, and informal, but deliberate, person-to-person engagement.

Change Agents influence and give hope to those who find it difficult to understand and accept the new ways of working.



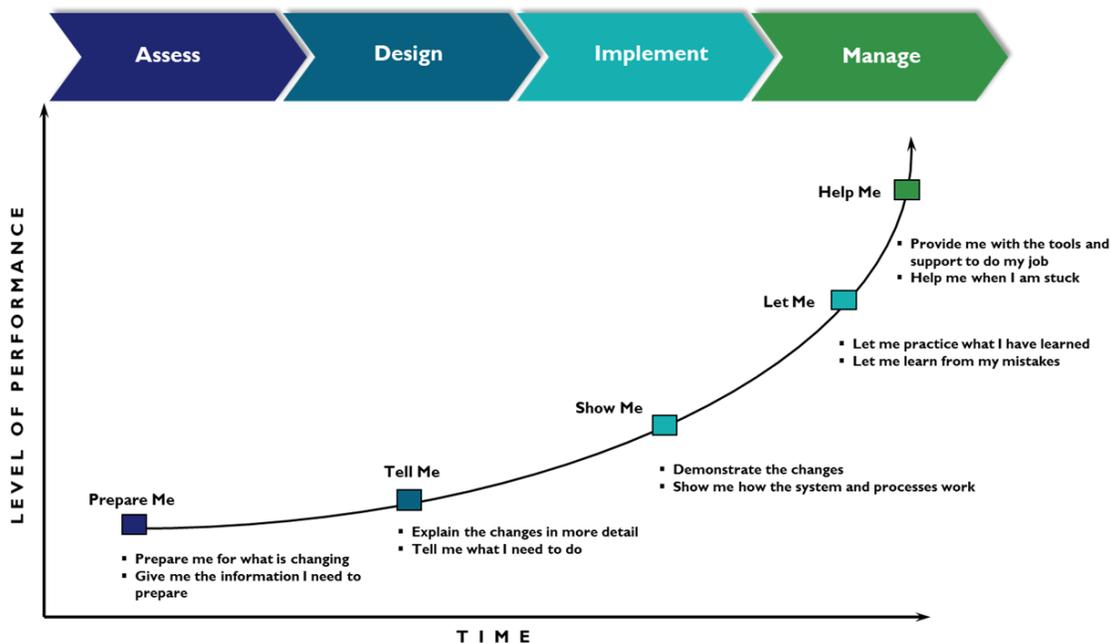
Location Readiness

Location Readiness is the most tactical part of Organizational Alignment & Readiness. Location Readiness encompasses all the preparatory work that needs to be conducted to ensure change implementation success. It may include integrating the employees or end users with the technology, and as such, includes training,

knowledge transfer and organizational enablement, communication, and deployment plans. At this point, the Change Agent Network is highly leveraged to ensure that each individual location is ready to adopt the change. Location Readiness treats the people who are impacted as wholly part of the solution, not simply recipients of it.

Across the three key behaviors of Spinnaker’s Organizational Alignment & Readiness, the approach is a continuum from “prepare me” to “help me”. Moving both individuals and groups successfully along the Organizational & Alignment Readiness change curve gives business transformation programs a much higher chance of success.

Technology and process transformations are about the “what.” Organizational Alignment & Readiness is about the “who.”



About Spinnaker:

Spinnaker is a supply chain services company that helps clients grow, manage risk, reduce costs, and improve customer service by developing world-class supply chain capabilities. Our services help clients develop the right supply chain strategy for their business challenges and implement the process and technology solutions to improve Demand/Supply Planning, Procurement and Sourcing, Logistics and Warehousing, and Reverse Logistics business performance. Spinnaker offers a unique service delivery model that combines the strength of deeply experienced management and technology consultants with a seasoned team of business process outsourcing (BPO) and 3rd-party logistics (3PL) professionals. Founded in 2002, Spinnaker has offices in Boston, Columbus, Denver, Houston, Memphis, Pittsburgh, London, and Singapore.

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