



Spinnaker's Approach to Organizational Change Management

What is Organizational Change Management?

Change occurs with individuals and groups whether a business transformation's objective is to implement systems, streamline processes, or restructure organizations. Change can elicit political, emotional, and rational responses and reactions.

Organizational Change Management (OCM) is a disciplined and proactive approach to anticipate a collective organizational response to change and manage it accordingly.

Organizational Change Management and Business Transformations

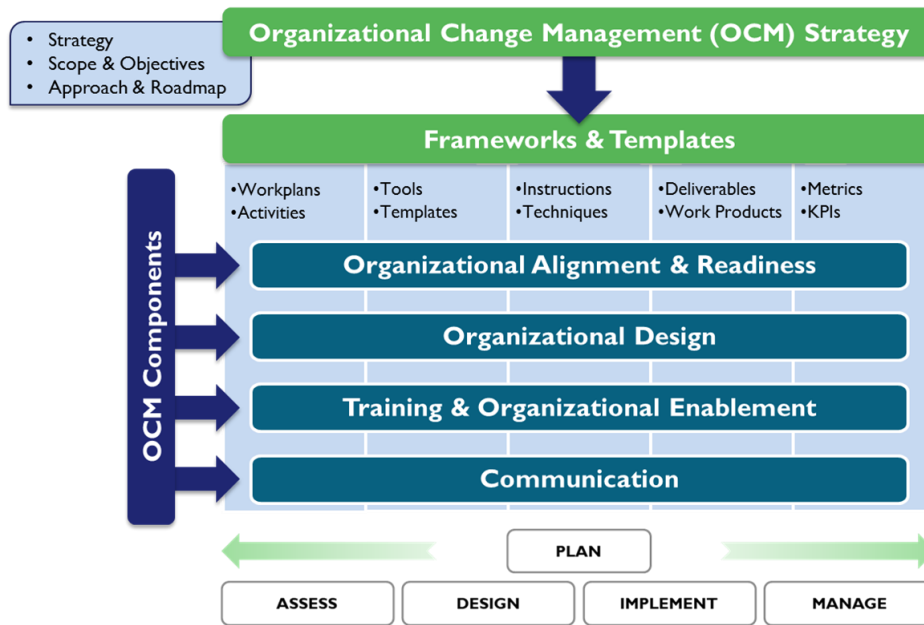
All business transformations have some aspect of Organizational Change Management. Whether your organization is improving planning processes, conducting a supply chain systems upgrade, developing a long-term vision and roadmap for your supply chain or implementing a full-scale end-to-end implementation of a new system, business units, planning groups and individuals are impacted throughout the organization.

Managing through the changes associated with any of these business transformations requires some aspect of Organizational Change Management initiatives.

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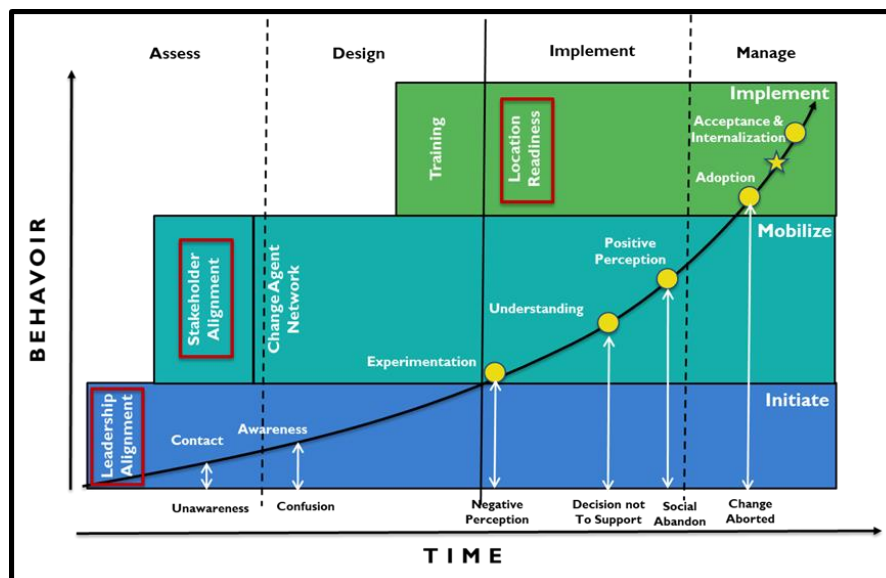
Spinnaker's Organizational Change Management methodology is a fully integrated approach and contains an overall strategy, framework, and supporting components. These are designed to address the specific and unique needs of a client's business transformation initiative. The OCM approach includes the following work components:

- Organizational Alignment & Readiness
- Organizational Design
- Training & Organizational Enablement
- Communication



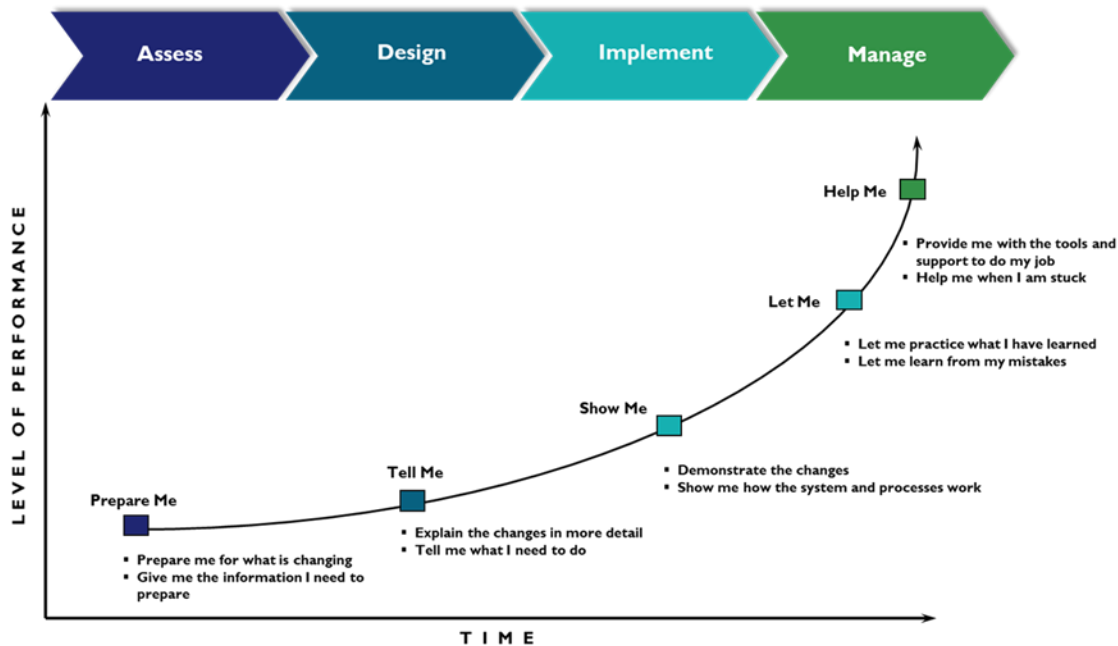
Our Organizational Alignment and Readiness Methodology

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, Spinnaker works with project leaders to adjust and execute change readiness actions. At each stage along the change curve, stakeholders are assessed to determine how well they are progressing, defining the specific needs and targeted approach for communications, alignment activities, education, and knowledge transfer.



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."



For more information on Organizational Change Management, [click here](#) to view our webinar!

Our Organizational Design Methodology

Spinnaker's Organizational Design approach is a complete and systematic process for assessing, designing, and implementing organizational change. It comprehends not just the logical but the political and emotional dimensions involved with business transformations, as well. Spinnaker leverages leading practices to define a reliable framework for assessing core capabilities and identifying opportunities. Some typical questions introduced during the OD assessment process include:

- *Have you recently transformed your business or technology (e.g. Market Expansion? Globalization? Merger?) How aligned is your organization to support this transformation?*
- *How optimized is your organizational structure? Do you have operational or efficiency challenges?*
- *Are there potential areas of productivity in your workforce that you don't know how to address or improve?*
- *How aligned is your current culture with your organization strategy and objectives? What changes are required in attitudes, norms, and behaviors across your various operations?*
- *Is your organization structure and culture adaptable enough to accommodate future changes in business climate, competitive forces or acquisitions?*
- *Are current competencies aligned with future objectives and anticipated results?*

Pursuing such questions helps to address the interdependencies noted below and assists the organization in aligning across all dimensions of organizational design to match profit and growth objectives with a suitably skilled, trained and coherent workforce.

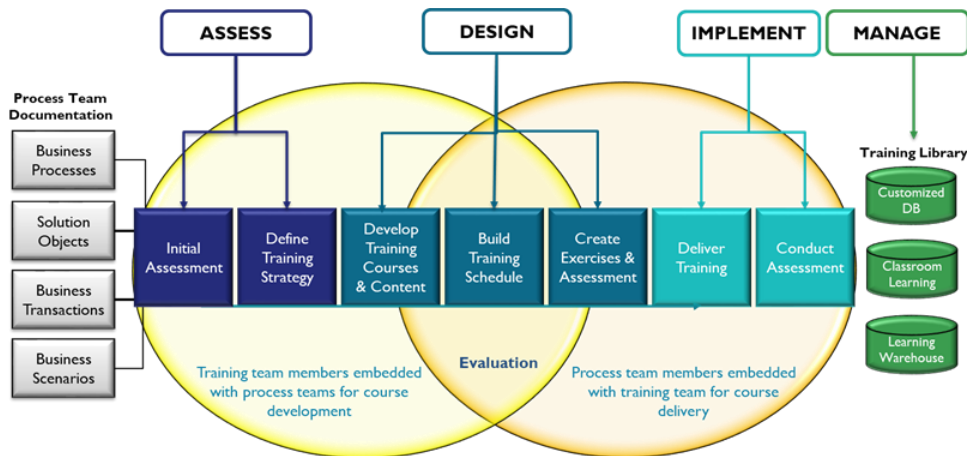


Alignment is as critical as any individual component

Our Training and Organizational Enablement Methodology

The Spinnaker Training and Organizational Enablement methodology focuses on ensuring that members of an organization can execute their business processes, as well as understand the applications used to support said business processes. The methodology utilizes Spinnaker’s 5 Lenses approach which works with groups and individuals to optimize business processes and the associated technology and metrics employed to deliver profits with metrics that matter to the business.

The following diagram depicts our premier end-user training offering and approach embedded in our OCM methodology:

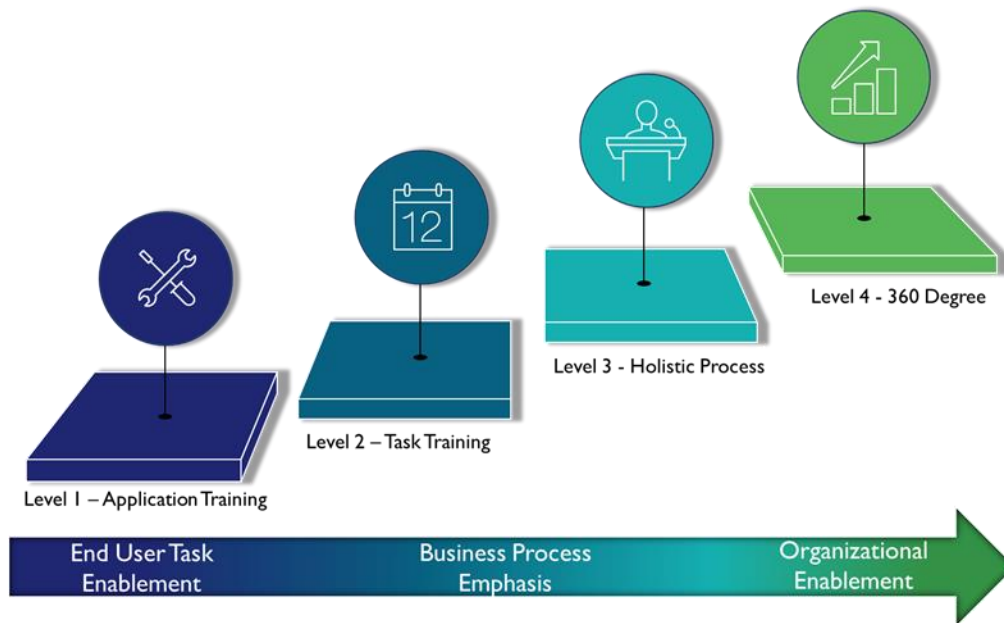


* Classroom training can include:
 • User documentation
 • Quick Reference Guides/Job Aids
 • Simulation

Spinnaker’s Training and Organizational Enablement Model

There are four (4) levels to Spinnaker’s Training Model. The training levels support a variety of customer needs at various phases of a project: Design, User Acceptance Testing (UAT), Go Live, and Post Go Live. Training delivery is instructor led or web-based, depending on customer requirements.

The training model and associated organizational enablement processes are designed to transfer knowledge from a consulting implementation team to project team members and designated stakeholders – enabling them to become productive during the project lifecycle and post implementation. Proper training enables the organization to adopt change and desired behaviors needed for success.



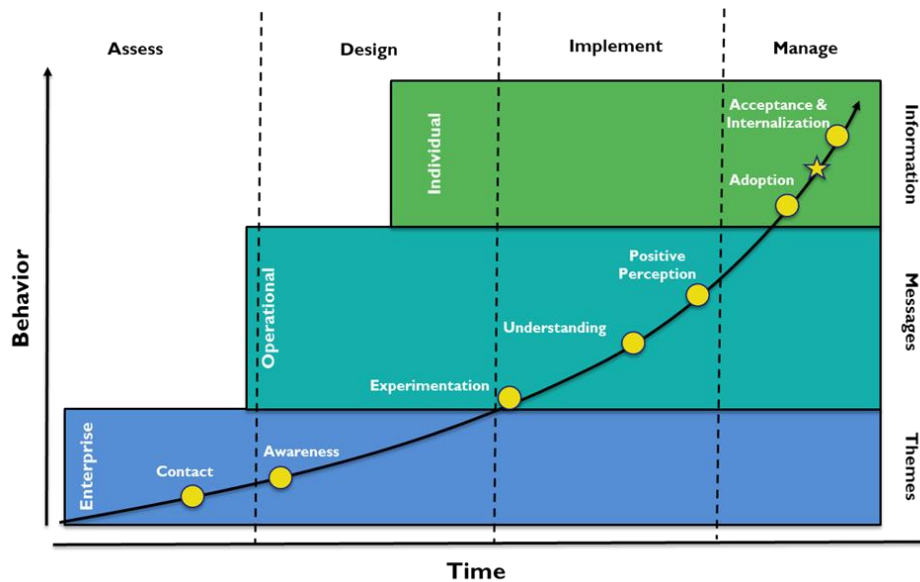
Our Communication Methodology

Spinnaker’s Communication Strategy (CS) methodology plans deliberate, structured content and events. It identifies themes, messages and information relevant to the phase of the program, customized to the concerns and interests of each audience.

A Communication Strategy appreciates the hierarchy of information needed to support the project, from the strategic enterprise level to the operational and individual. Key to maximizing the value and credibility of themes and messages, is **consistency** and **persistence**. Enterprise, departmental, and individualized instances of information must complement, not contradict, each other. Information should be tailored to the need and level, but the Communication Strategy relies on underlying concepts, intent, and implications always remaining the same.

This alignment of the Communication Strategy moves stakeholders along the Change Curve shown below. Change starts with initial contact and moves onto awareness, experimentation, understanding, receptiveness, and ultimately to adoption, acceptance and internalization. Stakeholders’ behaviors change in

correspondence with the project timeline, while themes, messages, and information become more detailed and specific.



For more details on Spinnaker’s Organizational Design methodology, please click here to view our webinar!

Combined together or utilized individually, Spinnaker’s Organizational Change Management components assists organizations progress through the myriad of challenges associated with business transformations. In today’s fast-paced business environments, where business transformations are now the norm, it is essential that organizational change management acts as a key component of the transformation. Organizations working collaboratively with Spinnaker and its Organizational Change Management methodology achieve improved returns on the investment associated with their business transformations.

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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