Transforming the Organization’s Culture

Culture as an enabler of success
Case Study – Culture as an enabler of success

– Background – Government wide project to consolidate the administration of grants
  • Scope of grants issue
    – Federal allotment of $1 trillion annual grants
    – Estimated annual cost to administer was $3 billion
  • Every agency and every program in some agencies developed, operated and maintained their own systems
  • OMB drive to consolidate resulted in three federal solutions
    – Education, National Science Foundation and ACF
  • OMB mandate for federal agencies to join one of the three

– Problem Statement -
  • ACF spent 7 years providing a solution that failed to meet ACF program office needs – did satisfy grants administration
  • ACF system was legacy client server and not positioned to handle external users
  • New contract awarded – taken from recalcitrant HHS division
  • Positioning to drive the next generation
    – Vendor vs. Vendor
    – Vendor vs Fed
    – It vs. Program
    – Fed vs Fed

– Decision to transform the organization – not a very common decision in the government
  • Could not get level of cooperation needed to build next generation solution
The Transformation Process

• Understanding the current reality
  – Meet with the executives
  – Cultural Assessment
  – Report
  – Traits
    • Personal
    • Organizational

• Design the new organization
Initial Success

• First 3 months were devoted to understanding what we have and designing what we want
  – Initially clean up the past – surface beliefs, assumptions and opinions that were in the way
  – Determine the truth
  – Determine what is needed to put it to rest
• Design included, goals and objectives, values, creating new practices and law
  – Determine possibilities, vision, goals, practices
• Taking on key elements of the design and working on implementation with coaching
  – Set up coached teams devoted to critical behavioral areas
    • Communication protocols
    • Transfer of Knowledge
    • Better meetings
    • Transformation sustainability
• Next 6 months were devoted to increase leadership capacity, overall performance and resolving hunting/relationships issues from the past
  – Leadership projects, coaching, (Trusted Decisions as an example)
The Transformation Process

• Resolving relationships
  – Between people
  – Between organizations
  – Addressing breakdowns (case example)

• Transforming Traits
  – Promises
  – Consequences

• Inner Dialogue
  – Thinking, Feeling, Acting, Results
More success until….

- Delivering on our promises
  - Cleaning up past breakdowns
  - Owning problems and cleaning up new breakdowns
- Creating relationships
  - Setting the context for success
    - Your needs + My needs
- Increase in demand + Gap in the budget = more pressure
  - Blending vendors to produce result
  - Creating a better business model
The Transformation Process

• Creating a manifesto
  – Shifting the focus
  – Client focus
  – Business thinking
    • Not as feds
    • Not as IT providers

• Promises and Consequences
  – Implementing behaviors
Shifting the Context

• Shifting the mindset and framework
  – Not charging for the actual cost
  – Worked on boundary of what will be delivered
  – Trusting the other vendor
    • Not one but all – TEAM
  – Focusing on Clients that wanted to work with us
• More demand for services, better relationships, faster resolutions
  – Partnerships
  – Dept of Transportation, Department of State
  – Improving enrollment and transitions from old to new
The Transformation Process

• Transforming the context
  – Integrate the manifesto
  – Shifting the inner dialogue
    • Transitioning clients to partners
    • Client help to mature solution

• Telling the truth
  – Having hard conversation
  – Examining theories
One Organization

- Current focus to increase impact and penetration
  - 12 federal partners with 60+ remaining
  - Remnants of conflicting agendas
  - One Organization
    - Needed to address the Organizational goals
    - Increase coaching
    - Organizational design upcoming
Executive Coaching

- Working with people individually as well as a team
  - Individual traits
  - Building personal relationships
  - Focus on Grace and Wisdom
  - Collaboration
  - Unraveling
Today

• Where we are today
  – Interoperability
  – Departmental recognition
• Government leadership on large scale projects
  – Human Service integration in Health Care Reform
  – NIEM
  – DCCI
  – Program Integrity
• Increase demand for our services
• More opportunities than we can currently handle