

Proactively and Positively Managing Organizational Change During Regional Restructuring

Leadership 201

April 3-7, 2006

Why Change

- “*We are a confusing outfit to interact with*”
- “*We need to create the USGS of the 21st century*”
- “*USGS multi-disciplinary science fills a niche*”

The Challenge for USGS

How do we maintain our discipline based expertise while branching out into important societal issues with appropriate discipline expertise?

Engage Employees

Continue to foster discipline scientific expertise through traditional discipline lines.

Headquarters (OWQ)

National Programs (NAWQA)

USGS Regions (Great Lakes)

Science Center (Wisconsin)

WMIC NAWQA study

Engage Employees

- Facilitate issue based, integrated science through the restructured regions
 - Hold issue based workshops
 - Link scientists to common issues
 - Example - Great Lakes Managers model

Engage Employees

- Create new professional growth opportunities through restructuring
 - Involvement in a wider range of issues and discipline efforts
 - Work with a broader group of scientists
- Make sure everyone has a good sense of their new organizational “home”
- Acknowledge and address employee fears

Engage Employees

- Demonstrate that the cost of the new operation will provide more funds to science (within a 5 year period).
- Estimate the cost of implementing the reorganization
- Identify funding source and funding level for integrated science

Priority Headquarter Actions

- Develop and implement a transition plan
 - Reasonable timing and steps (5 year glide path)
 - Allow employees to envision changes before they occur
 - Focus on accomplishments instead of deadlines

Priority Headquarter Actions

- Incorporate common science practices across disciplines
- Alleviate science ‘stovepipes’ by including 7 regional executives in the BPC

Priority Headquarter Actions

- Ensure that the new structure is flexible and can adapt to other changes
- Regional offices hold key role in funds dissemination
- Identify where funding for integrated science will come from
 - One option: percent from all programs, compensated by reimbursable funds

Priority Headquarter Actions

- Communicate with employees
 - Start NOW!
 - Leaders must be visible proponents
 - Clear/concise/non-flowery messages
 - Provide examples of success stories

Priority Headquarter Actions

- Communicate with Employees - continued
 - Build the message piece by piece and provide systematic (weekly) updates.
 - Use multiple formats (Internet, cyber seminars, blogs, town meetings, emails, etc.)
 - Develop an icon to identify restructuring communications.

Priority Headquarter Actions

- Clearly define management roles, lines of authority, and how operational aspects of science will be handled
- Develop an overview of planned HQ reorganization and its intersection with the regional restructuring
- Develop overview of a common funding model and how we will get there.

Priority Employee Actions

- Coalesce around “One common goal”
- Be willing to work together
- Recognize and accept that there will be a culture change

