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# Connecting Before and After Organisational Restructuring

*Are you considering impacts on existing relationships?*

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Structural changes to the organisation can be traumatic events for both management and staff. Nevertheless, structural changes are now a part of business life whether we like it or not. As organisational leaders look forward to new connections between staff, facilitated by a brand new structure, there is no doubt also some concerns on the potential for damaging good and profitable relationships developed as part of previous structures.

Ideally we would like to be able to implement new structures to achieve the designed co-operative behaviours, while not damaging the profitable relationships that had existed in the past. Essentially there is no single organisational structure that can cater equally for all business circumstances.

## *When existing relationships are ignored*

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Success or otherwise will eventually be determined by the individuals and the relationships that they currently have and the new ones that they will create. People networks are largely invisible, meaning executives and managers are “flying blind” when trying to facilitate the powerful hidden networks which exist within their organizations.

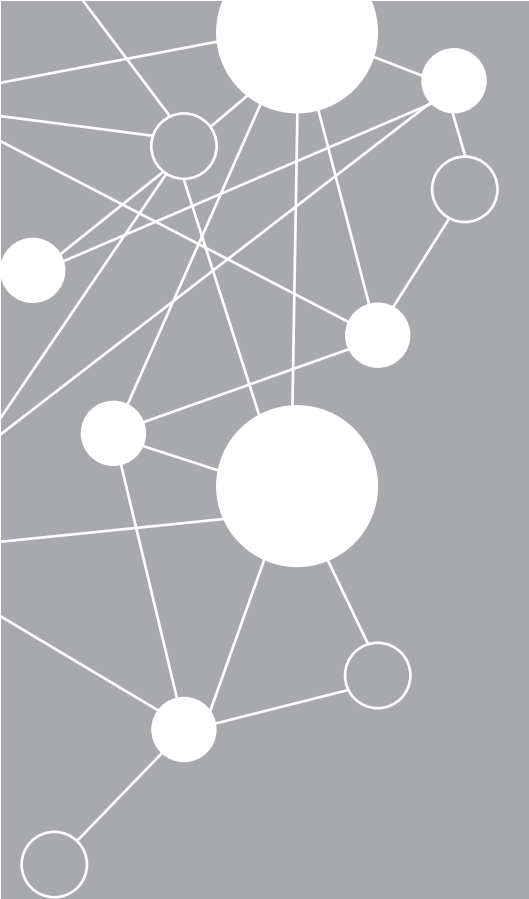
Making your people networks work for you, rather than against you, can be the difference between a successful or failed organisational change. Ignoring the importance of these relationships, or not realising where they exist can therefore have a deleterious, but often hidden, impact on your organisational change initiatives.

## *How can Optimice help?*

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While the formal organisational structure provides a view of the formal hierarchy of power, long term employees are acutely aware of the hidden, or shadow organisation, where often the real politics of critical decision making is played out.

Organisational Network Analysis (ONA) is the tool of choice for surfacing the trust network that exists in organisations. By understanding the existing trust networks, organisational structures can be designed to leverage the strength in existing



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relationships, rather than potentially undermining the trust relationships that may have taken years to establish.

ONA enables executives to see the trust networks that exist within their organisations and to also identify the potential "change agents" whom could be employed to assist with implementing change. Post change, ONA can be used to assess how well the change is progressing in terms of the designed development of new trust networks.

### ***The Benefits***

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Achieving the designed benefits of structural changes to an organisation is perhaps the greatest challenge for the modern executive. Long term staff can become cynical as new executives stamp their arrival with a "new" structure.

Optimice's "before and after" service, enable executives to "see" the hidden trust networks that exist within their organisations. New structural designs can therefore be informed by the existing trust networks, enabling the organisation to leverage the identified "change agents" within the organisation.

Where critical new relationships are required between business units, interventions can be precisely targeted at the personal level. Post the structural change, ONA techniques can be used to assess the success or otherwise of the change, enabling additional "fine tuning" to be conducted.

### ***Who we are***

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Optimice was founded with the objective of improving, or optimising, collaboration and networking between people. Our mission is to facilitate the development of valuable business relationships.

Optimice's partners have extensive experience working in services organisations and have first hand experienced in facilitating organisational change initiatives. Examples include service line re-organisations, sales force re-structuring, program/project office establishment, downsizing/rightsizing and outsourcing/offshoring. Using our backgrounds in Consulting, Knowledge Management and Collaboration we have developed approaches and techniques which are targeted at improving people relationships to drive better business results.

Contact Optimice on [www.optimice.com.au](http://www.optimice.com.au) to learn more about how we can help optimise your organisation's business relationships.