



**Is Organization Development Measurable?**  
**Xerox Achieves Measurable Improvements**

**Business Challenge**

It is often difficult for an organization to define their return on investment for consulting services. When an organization undertakes an organizational development initiative it is challenging at first to predict specific quantifiable results. Our client organization realized it had inefficiencies in its work system. Employees were unclear about roles and responsibilities. There was duplication of effort, customer service suffered, and departments tended to operate “as they always had... in functional silos.”

**Solution**

Gillespie Associates conducted an organizational assessment to gather data. We facilitated focus groups, interviewed people individually, and administered a survey. Results from these activities showed that at all organizational levels there was some

confusion concerning objectives, roles and responsibilities. Often inadequate and outdated work processes was contributing to the division’s inability to meet both employee and customer needs.

**Services Provided**

- Organizational Development Consulting
- Work Process Redesign
- Cross-functional team facilitation

**Results**

Gillespie recommended redesigning all aspects of the work system, including organizational structure changes and creation of a new position. Not all of our recommendations were implemented. Over the next six months the entire unit became heavily involved in redesigning 62 different processes - from handling customer orders to outsourcing and archiving lessons

learned sessions to procedures for billing internal customers. This work enabled the groups to reduce 62 processes to only two and a half. With fewer processes, roles and responsibilities became clearer, customer satisfaction improved, and the organization calculated a savings of \$1.2 M. These savings were directly attributable to the new work. system redesign. Our client attests to improved employee morale. Gillespie was able to teach employees how to understand and resolve future problems.

*“My experience has been that Gillespie consultants are skilled professionals, committed to excellence. They hold the ethics of their consulting practice and consistently meet customer expectations.”*  
*Ann Thomas*

*Client*  
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