

Can you measure organization development? Xerox can.

Client: An internal service division within The Document Company, Xerox. Provider of document management solutions (paper, electronic, and online) for small business, global enterprise or home office.

Business Challenge

It is often difficult for an organization to define its return on investment for consulting services. So when undertaking an organizational development initiative, it can be particularly challenging to predict specific quantifiable results.

Our client organization realized it had significant inefficiencies in its work system. Employees were unclear about roles and responsibilities, resulting in duplicated effort. Customer service suffered and departments operated “as they always had ... in functional silos.”

Solution

Gillespie Associates conducted an organizational assessment to gather data. We facilitated focus groups, interviewed individuals, and administered a comprehensive survey. Results showed that there was confusion at every level in the organization around objectives, roles and responsibilities. Inadequate and outdated work processes were contributing to the division’s inability to meet both employee and customer needs.

Services Provided

- Organization 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. The client elected to implement a portion of our solution, and spent the next six months involving the entire unit in redesigning 62 different processes. The redesign covered everything from handling customer orders, to outsourcing and archiving ‘lessons learned’ sessions, to billing procedures for internal customers. As a result, 62 processes were reduced to two and a half! With fewer processes, roles and responsibilities became clearer, customer satisfaction improved, and the organization calculated a savings of \$1.2M—all directly attributable to the redesign. And because Gillespie was able to teach employees how to understand and resolve future problems, our client attests to improved overall morale.



“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