Case Study: Organizational Design—Defining The Future

Key words: Strategy development, agile processes, change management, measures, organizational strategic alignment, pressure testing, safety culture change

THE CHALLENGE: GLOBAL TECHNOLOGY CHANGES AND SAFETY REGULATION

- 21st-century global research, development, and production of aircraft could no longer be effectively monitored and regulated by existing FAA processes.
- FAA needed to be more agile to adapt to quickly evolving requirements in aircraft safety and regulations.
- Safety culture focus needed to move from monitoring to enforcement. This required a shift in organizational structure, culture, and regulations.

THE TECHNIQUE: ORGANIZATIONAL STRATEGIC PLANNING AND DESIGN PROCESS

- More than standard organizational design, best practices were needed. Org-ology needed to challenge the FAA to imagine a globalized future state where multiple factors changed: regulation, technology, speed of development, and safety.
- Culturally, the FAA—as a safety-based regulatory organization—is known for being slow and methodical. To ensure that traction and progress was made, Org-ology recommended a fast-track aggressive approach, focusing on "what's possible" and not "what's currently done."
- A working group of key stakeholders was challenged to imagine multiple influencers on a possible future scenario: quickly changing regulatory requirements, shift in safety culture from "monitor" to "enforce," and a need for an adaptable, agile structure.

THE INTERVENTION

- Conducted over 400 hours of development meetings:
  - Phase 1 analyzed future regulatory implications and a safety culture of monitoring,
  - Phase 2 imagined future organizational structures that reflected those monitoring and safety developments, and
  - Phase 3 pressure tested the best organizational options and scored them.
- The three best organizational options were put forward for senior-level review.

THE RESULTS

- Transformation analysis was completed on schedule and within the guidelines, successfully.
- Senior leadership had a data and metrics-supported analysis to base their decision on—and if needed, data that they could present to Congress, airlines, industries, or other political stakeholders.
- For the first time, the organization had complete and accurate view of what the strategic plan and structure should look like to be agile and adaptive no matter what the future challenges.