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Investing in our people: capacity and capability
building to 'achieve change that sticks'

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First step: make your message credible → January- February 2017

- First step is the most crucial one
- Don't hesitate to communicate directly to workers and to media
- Reply to formalized critics and try to have an active plan of communication
- If you have to change something particular, change soon to be credible

Step 2: plan the new organization → March- July 2017

- Involve your executives in developing the plan
- Use advisors to assess your plan
- Take time to analyze properly organizational processes. Try to formalize them with a description and with a process chart
- If possible Step 2 should precede Step 1 (but your boat shouldn't bail in water)



Step 3: present the new organization and collect feedback → June –July 2017

- not only general idea, but details. People are more interested of them
- be precise
- try to understand the point of view of the received feedbacks
- try to separate the general oriented feedback to the personal ones

Step 4: define the new organization (DDG of 03/08/2017)

- consider, if possible, the personal feedback, especially from «key players», but be always aligned with the goals of reorganizations, with its internal coherence
- set up all the details
- don't forget to define the map of the expected skills. It seems easier than mapping the process, but it's not.



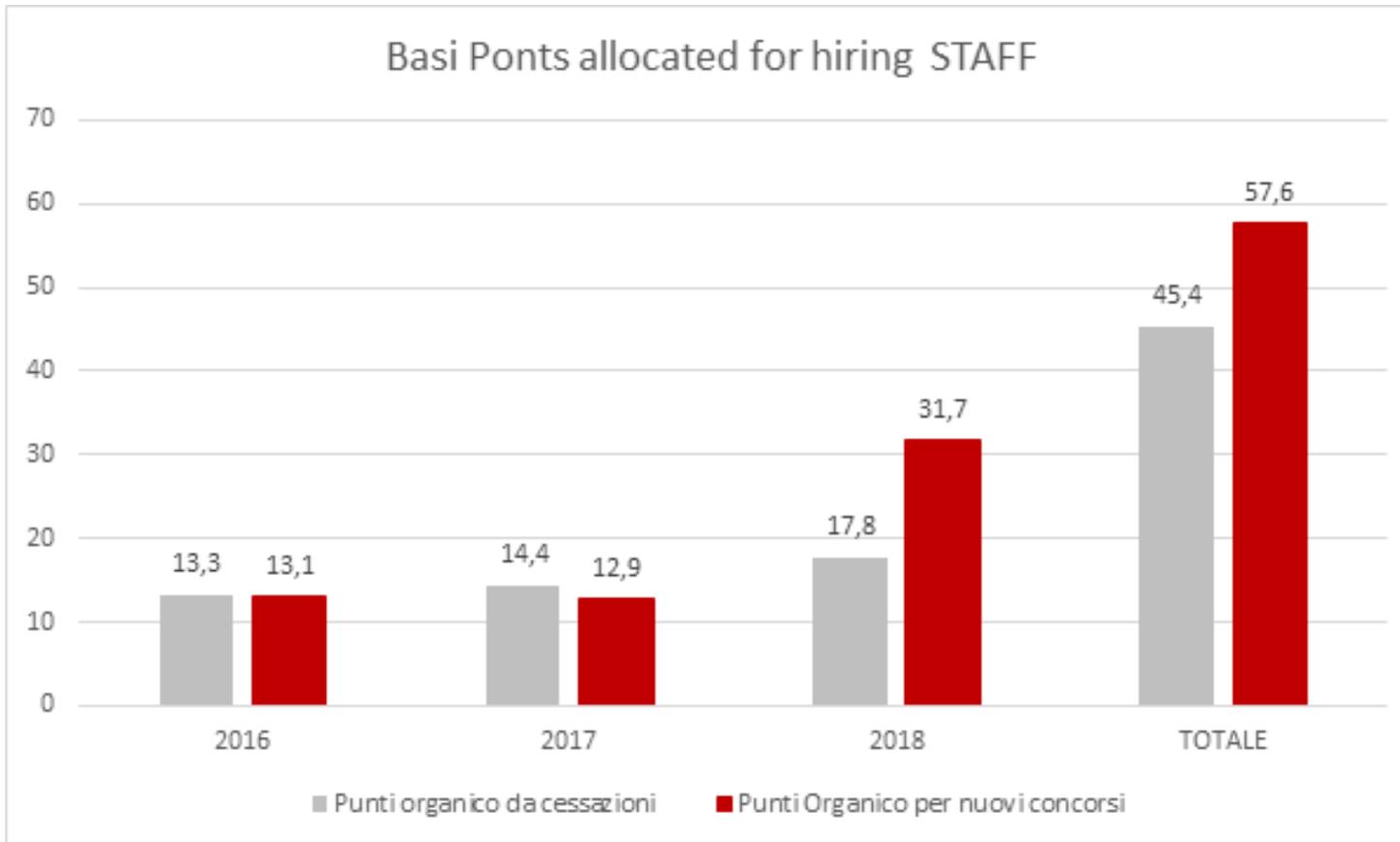
- Step 5:** recruiting to cover the first level positions → August – December 2017
- foster participation: Job Posting has a limit, because sometimes talents are to be discovered in other ways
 - find suitable incentives to attract people and to balance the «risk»
 - Care of the fairness of selection process
 - It is important to have experts that participate to the whole process of selection. Not ever workers apply for the right positions ... and different proposal could be done to them after the colloquium
 - Take your time to recruit. In case of doubt, clear your mind.
- Step 6:** adjust the organizational design taking into account human resources (RBV approach) → January 2018
- Limit this action to micro- adjustment, because changes to the macro-structure risk to be perceived like unfair («ad hoc»). If you have free positions external recruitment is to prefer



- Step 7:** assign people to the new organizational units → START UP
→ January 2018
- don't forget anyone ...
 - organize meetings and presentations
 - assign clear jobs but be aware that at the beginning people feel confused
- Step 8:** recruiting to cover the second level positions → February – March 2018
- this activity has to be done in very short time, to avoid to burn out the new heads of offices
 - involve the new head of offices
 - Care of coherence with the general design
 - Check the progress and have the last word



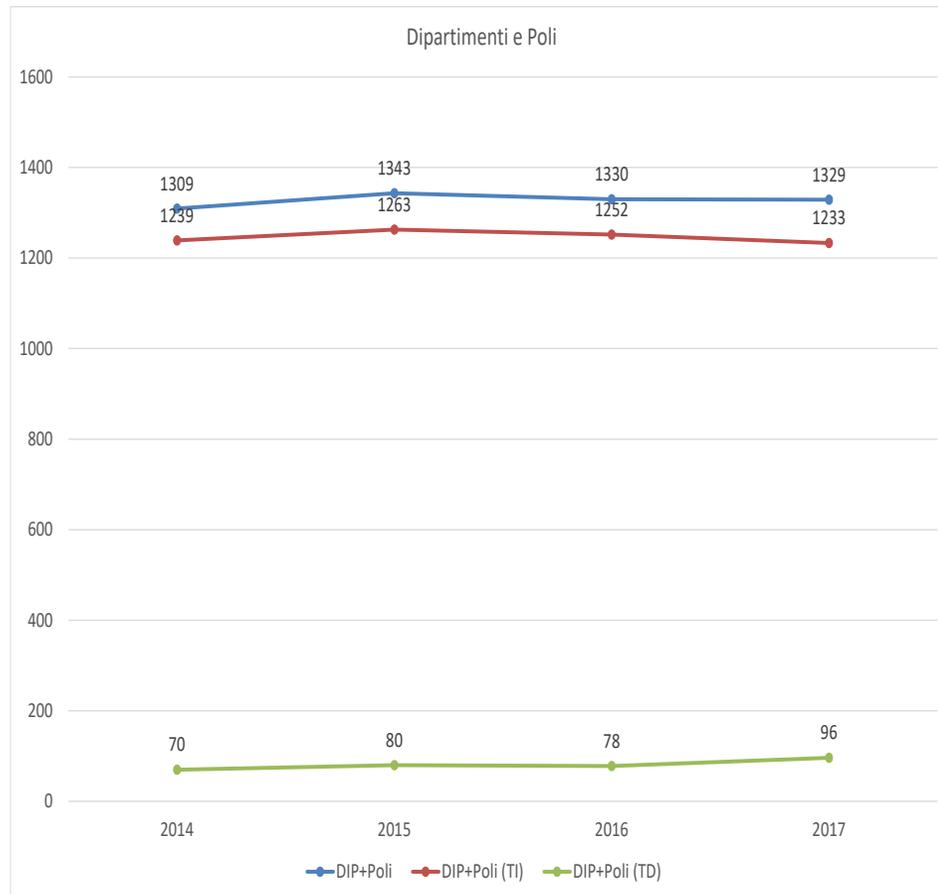
- Step 9:** manage carefully the rolling-out → March – June 2018
- Give responsibility to your executives. They have chosen new Heads, because have participated to the selection process
 - There is always something wrong. Try to resolve quickly because a lot of stakeholders are watching at you. If the problem doesn't resolve, make directly (manager → manus-agère)
 - If the design has some problems, write it down and wait for the first general check-up
 - be optimistic, give always positive messages
- Step 10:** check medium term results and adjust → scheduled on January 2019
- Not implemented yet
- ALWAYS:** verify that your sponsors are still there If not completely realign the process with the vision. Be aware that you know how the system works and that you are responsible for the result...



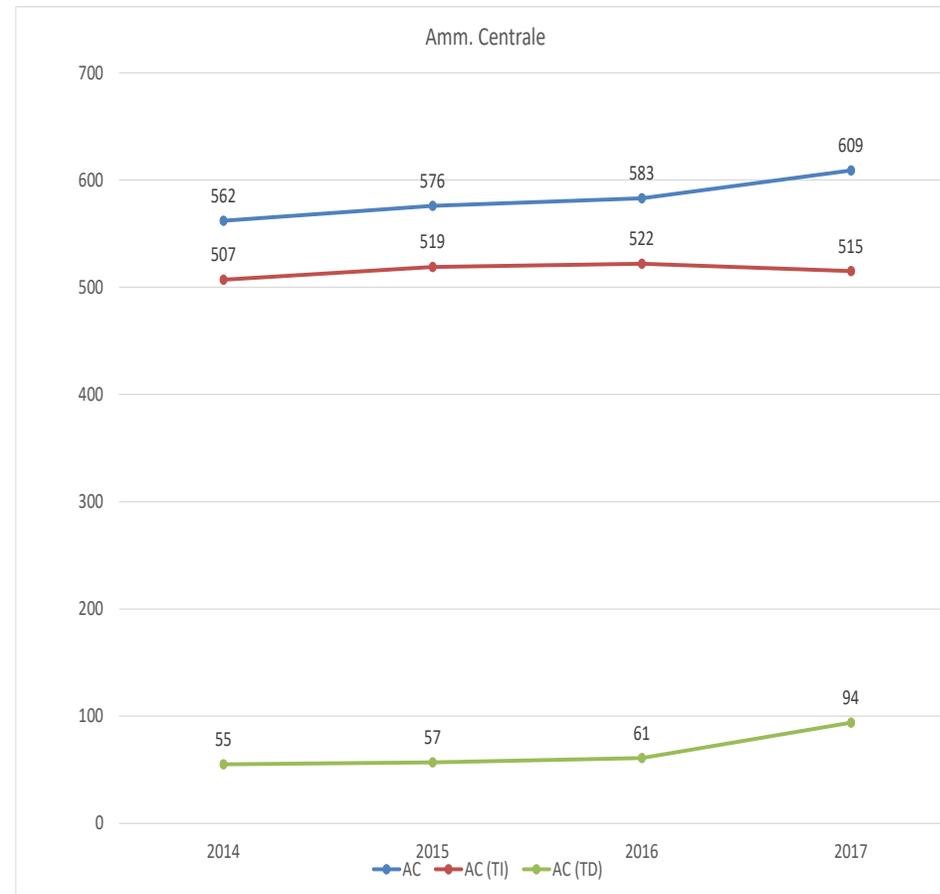
An extraordinary plan to hire new staff has been planned for the 2019-2022 term



Departments

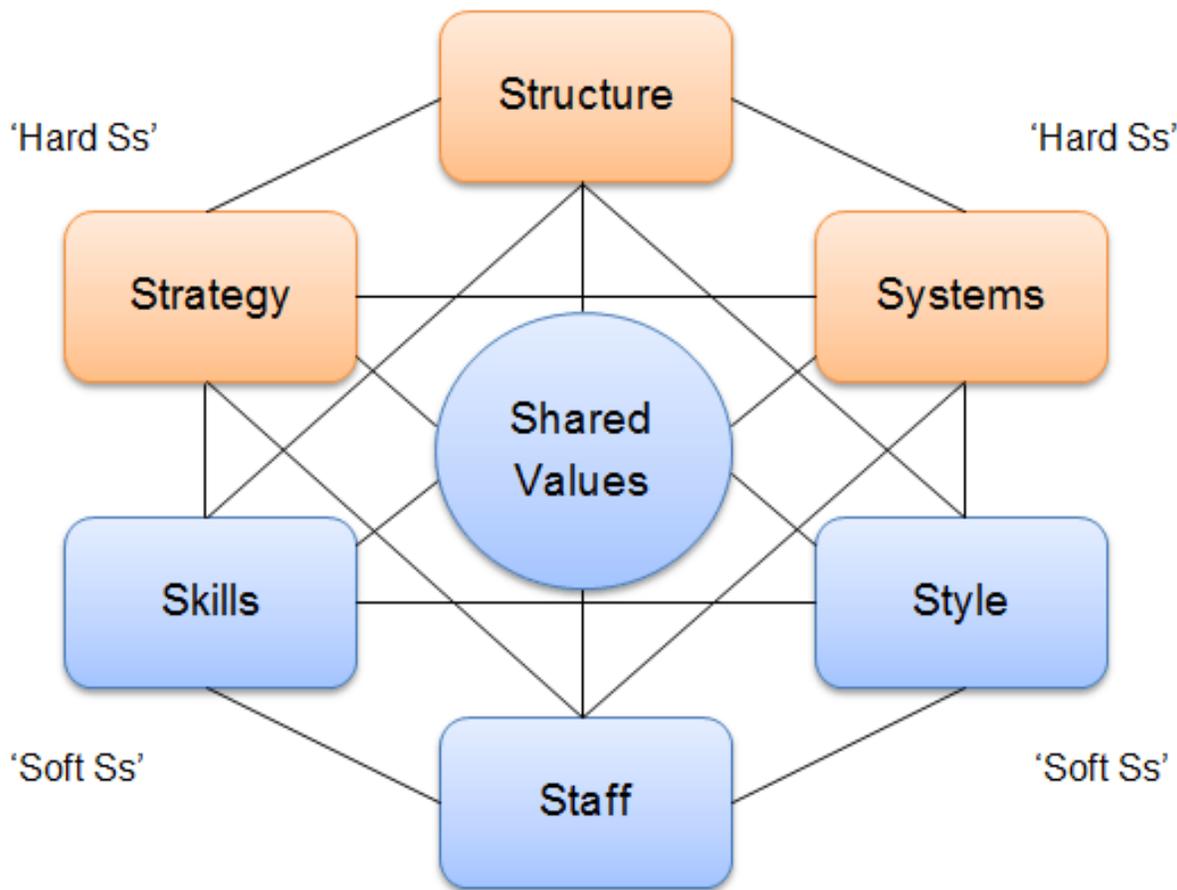


Central Services



7S Model by Peters and Waterman

The 7S Model is based on the theory that, for an organization to perform well, these seven elements need to be aligned and mutually reinforcing. So, the model can be used to help identify what needs to be realigned to improve performance, or to maintain alignment (and performance) during other types of change.



- **Strategy:** the plan devised to maintain and build competitive advantage over the competition.
- **Structure:** the way the organization is structured and who reports to whom.
- **Systems:** the daily activities and procedures that staff members engage in to get the job done.
- **Shared Values:** called "superordinate goals" when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic.
- **Style:** the style of leadership adopted.
- **Staff:** the employees and their general capabilities.
- **Skills:** the actual skills and competencies of the employees working for the company.