Organizational effectiveness:

Making the best use of time and resources

by Capt. Paul D. Condon

Our country, the Army and the Signal Corps are faced with a turbulent, confusing and rapidly changing world. Our leaders are confronted with the challenge of how to cope with dwindling resources and the impact of an environment seemingly changing too fast to adjust to it. We, as professionals, have got to be committed to coping with these challenges which are obstensibly out of our control or at least to preparing our organizations to meet the only aspect of our environment on which we can count, change.

Much has been written about the impact of change -- technological and societal change for example -- on modern man. The costs of not intelligently accommodating to change on the personal and organizational level can be disastrous. What follows from this is that the Signal Corps needs to develop our organization into one capable of being effective and adaptive with the resources we have at our disposal. To this end, it will be instructive to offer a means to get some assistance from within the system for the people in charge at all levels of the Signal Corps.

The Organizational Effectiveness program was established to deal with the kind of issues that the Signal Corps leadership, that is, you and I, need to be facing up to on a daily basis. Since its inception in the Army in the mid seventies, the capabilities and main thrust of the program have broadened to meet the needs of the Army. The goal of the program is not just to make organizational members feel good about their jobs, each other and their bosses. Human relations, a broad discipline, is a necessary functional area of interest for the organizational consultant. People should feel good while they are accomplishing their mission of effectively providing command and control communications to the Army, so it can perform its mission.

The OE staff officer is not designed to be a distractor from mission accomplishment, but should be looked upon as a resource to help make the maximum use of time and resources to achieve mission accomplishment. Sure, the consulting process takes time and resources. What doesn't? The time spent in the consulting process planning to overcome difficulties or to meet change scientifically can save the time spent later spinning wheels because those factors were not given the needed time earlier.

The OE staff officer has a role in both "healthy" organizations and "not so healthy" organizations, at the company level all the way to the Army staff. Work for and with the person in charge at any of these levels is done on a strictly confidential basis. Put simply, there is no report by the consultant as to what goes on in the commander's or director's organization to *anyone* but the commander or director. The idea is to provide highly trained assistance to the person in charge without the clout of an inspection report. Furthermore the OESO is there to assist the client to meet the commander's or the director's outcomes, goals, objectives or concerns, not the OESO's. One of the greatest benefits of the organizational effectiveness program is that it provides a staff of highly trained management consultants who are not caught up in the day-to-day problems of getting the unit's mission accomplished. These officers and NCOs have the luxury of standing back out of the rat race and making recommendations on the process involved in getting the job done. If nothing else, they are trained to be good listeners. Specifically, the organizational effectiveness program offers assistance to the person in charge, not only to solve problems, but also to achieve a higher level of performance in an already effective organization. Tools are available to assist in strategic/long range planning, time and meeting management, team building, matrix and other different structural designs, assessments related to force modernization, quality circles and other areas of concern to people in leadership positions.

In summary the organizational effectiveness program offers a kit of tools to the leader/manager using behavioral science and other state of the art technologies to confront in a planned manner the issues facing the Signal Corps and the Army today.

DEMANDS ON THE SIGNAL CORPS	COMMANDER'S PROBLEMS	WHAT OE's CAN DO
C3 systems Force modernization BTMS Signal Proponency Mobilization Division 86 Support in garrison Support in the field Training on new equipment Budget Readiness	Outside pressures	Environmental scanning Strategic planning
	Confusion about mission	Performance management conferences
	Alienation of subordinates Taking over new unit	Individual counseling Leadership coaching Transition workshops
	Subunits not working together	Team building Communication workshops
	Poor communication Poor individual/subordinate performance	Role clarification Performance counseling training
	Poor productivity Unproductive meetings	Quality circles Meeting management
	Poorly trained middle managers	Leadership and management development workshops
	Not enough time to get everything done	Time management workshops