

Organizational Development

"Confidence to achieve organizational development objectives comes from strategic plans that are anchored to predetermined, proven outcomes! It's not guess work. There's no gray!"

Trip Reynolds

HR versus OD? Effective "Human Resources" supersedes every aspect of TQM, ISO, Lean, and Six Sigma, because these consultant-driven workforce stratagems are "esoteric" concepts that typically exist as: (a) offshoots of pre-existing HR disciplines (job evaluation, job design, position classification, performance management, etc.); or (b) only installed at medium-to-large employers with a revenue base to support their existence separate from or as a part of HR; or (c) only installed where HR has failed to effectively design and manage positions (human capital performance) to achieve strategic business unit objectives.

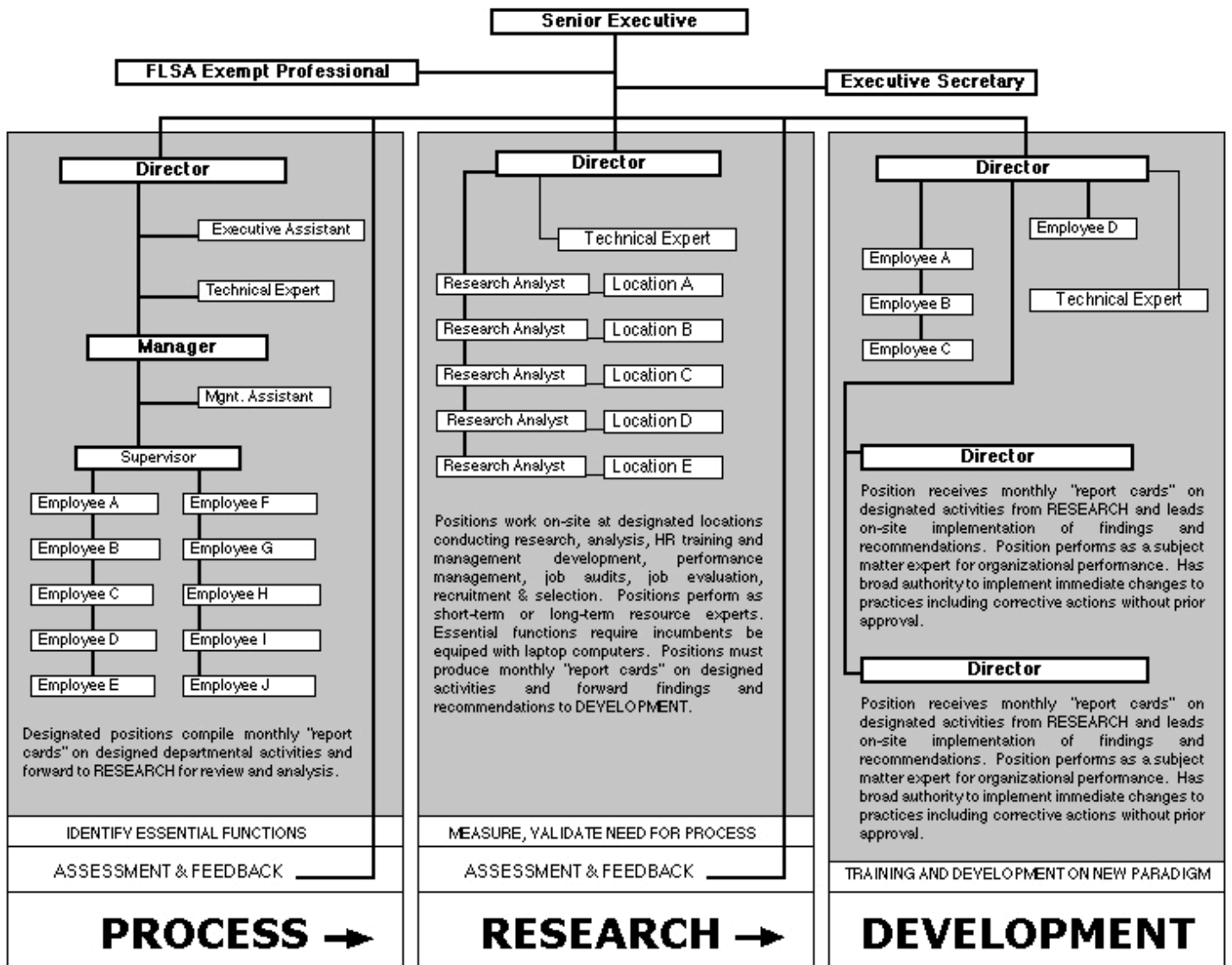
I've conducted over 3,500 job audits in extremely diverse work environments, which actually involves meeting with employees, studying exactly how they perform their essential job functions, and then directing the employee to step aside as they monitor me performing their work. Again, I've done this well over 3,500 times. I use the "hands-on" knowledge I've acquired to evaluate the job: (1) determine if any of the essential job functions should be added, deleted, or revised and how; (2) determine departmental and company-wide position hierarchy and reporting relationships; and (3) to price the value of the job in the marketplace. I do not have "tunnel vision," which unfortunately, is blatantly common with TQM professionals; conversely, my scope of knowledge is extremely robust (acquired from hundreds of employers in diverse industries) and first-hand from actually doing the work of employees: from performing soil compaction tests to designing web sites; from changing ballasts 80 feet above a concrete floor at a waste water treatment facility to operating a drill press to make signs for an interstate highway.

I wasn't a member of the IT Department at Boeing/Jeppesen, so I'm not "supposed" to know how to write code, but I've conducted hundreds of job audits of IT positions to acquire the knowledge to write code; so, I designed and installed an intranet web site for subsidiary compensation services (Jeppesen) that was 8 times faster/more efficient than a similar site managed by the parent corporation (Boeing). **This is what I do!** I identify inefficiencies in job design, I identify inefficiencies in process and production, and I identify inefficiencies in service delivery to achieve strategic business unit objectives – and I'm consistently successful in doing this.

Without regard to existing position hierarchy, the ultimate purpose of organizational development is to move from one paradigm - typically perceived as inefficient or dysfunctional - to a paradigm that provides for the achievement of better performance outcomes. Having designed hundreds of departmental and corporate-wide reorganizations, I know exactly how to get you there.

1. Design structures (position hierarchy) with specific performance outcomes [from PROCESS to RESEARCH to DEVELOPMENT]. KEY: Anchor the essential functions performed by all staff to standards established to support internal and external clients in their achievement of objectives. Is the right work being performed by the right position(s) and is it being performed correctly? Can you validate the reallocation of materials, supplies, equipment and staff in the absence of proven performance outcomes?

2. Preferably, use (challenge!) existing staff or teams of employees and establish short-term or long-term RESEARCH units to consistently measure the consistent application of corporate practices. See Exhibit below.
3. Discontinue all legacy practices of using non-subject matter experts to manage employer/corporate functions in which they have no or little expertise. Think about it: Internal "politics" never has value in the face of failure, negligence and incompetence!
4. Don't reorganize, don't spend any money, don't reallocate resources unless performance outcomes (i.e., ROI = return on investment) validate the time and expense required. Remember, it's not guesswork.



Organizational Development – “Confidence comes from strategic plans that are anchored to predetermined, proven outcomes! It’s not guess work. Nothing is ambiguous!”

-- Trip Reynolds

ORGANIZATIONAL DEVELOPMENT STRATEGY MAP

MEDIOCRITY	COMPENSATION PHILOSOPHY	TO EXCEL	COMPENSATION PHILOSOPHY
FINANCIAL PERSPECTIVE (WAITING FOR RESULTS)	?	COMP ANCHORED TO REVENUE OBJECTIVES	PAY BASED ON CONTRIBUTION OR INCENTIVE USUALLY CAUSES EMPLOYEES TO BE MORE FOCUSED ON RESULTS THAN PROCESS OR ACTIVITIES, AND MAY CAUSE CULTURE SHOCK
CUSTOMER PERSPECTIVE	PAY BASED ON SENIORITY USUALLY CAUSES EMPLOYEES TO REMAIN IN THE SYSTEM LONGER, BUT DOESN'T GUARANTEE HIGHLY MOTIVATED PERFORMANCE	SALES EVENTS ANCHORED TO QUALITY SERVICE DELIVERY	
PROCESS PERSPECTIVE	PAY BASED ON SENIORITY USUALLY CAUSES EMPLOYEES TO REMAIN IN THE SYSTEM LONGER, BUT DOESN'T GUARANTEE HIGHLY MOTIVATED PERFORMANCE	PROCESS MUST LEAD TO A SALES EVENT	

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Subject Matter Expertise (SME) - Compensation / Position & Change Management, Job Evaluation / Recruitment & Selection (local, regional, national, international) / Training & Organizational Development / Employee & Labor Relations / Health Benefits (acute, long-term care, medial research, wellness) / Employee Assistance Programs / Deferred Compensation / TQM / HRIS / Employee Communications & Media relations (print, broadcast, intranet/internet, social media, web design/HTML) / Diversity Management (AA/EEO/ADA) and Ethics

Environments - Private & public sector / Profit & Non-profit / Union & Non-union / Multi-site, Multi-state & International / Average employee population serviced is 9,611 and has ranged from less than 100 to over 60,000

Industries – Broadcasting / Aerospace / Public Education / Financial Services / Healthcare / Gaming / Manufacturing / Municipal Government / IT / Retail / Property & Casualty Insurance / Human Resource Consulting / Media Relations, Public Affairs & Marketing

FACTS ABOUT MY CANDIDACY (OVERVIEW)

- Created/recruited over 50,000 jobs.
- Conducted performance management (reviewed and approved) over 443,810 employee performance evaluations!
- Lead and validated a 68% drop in health claims by health promotion program members vs. a 79% increase in health claims by non-members. <http://www.reynos.com/Benefits/bene1.htm>
- Diverse HR experience in public/private sector, profit/non-profit, union/non-union, multi-site/multi-state, and international
- Diverse HR experience in broadcasting, aerospace, public education, finance, health care, gaming, IT, retail, manufacturing, municipal government, and property/casualty insurance.
- Produced & broadcast over 35,760 hours of community content
- Never used any sick days.
- Never filed any health claims.
- Never lost a decision to the EEOC.
- Won 100% of self-represented unemployment claims.
- Managed comp programs from \$1 million to \$507 million!
- SME in proprietary HRIS.
- SME in all HR communication methodology, including HTML.
- Evaluated over 7,000 jobs.
- Wrote over 7,200 job descriptions; 3,000+ policies, two-dozen employee handbooks, etc.
- Conducted over 3,500 job audits.
- Created over 2,500 salary schedules.
- For more info, go to: <http://www.reynos.com/bio.htm>