



Putting Customers First: How One Agency Transformed to Stay Relevant in Changing Times

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“The first step toward change is awareness. The second step is acceptance.”

Nathaniel Branden





Roadmap to Organizational Change

- The WHY
- Vision
- The TEAM
- The Process
- Implementation
- Lessons Learned



Why Change?



A large, colorful collage of many small photographs arranged in a circular, tunnel-like pattern, creating a sense of depth and rapid change. The images are tightly packed and cover the entire frame, with a central point where the lines converge, giving the impression of looking down a long, brightly lit tunnel. The photos depict a wide variety of subjects, including people, nature, animals, and abstract scenes, all contributing to a vibrant and dynamic visual experience.

**World is changing at the fastest pace
we've ever seen**

Changing Natural Resources

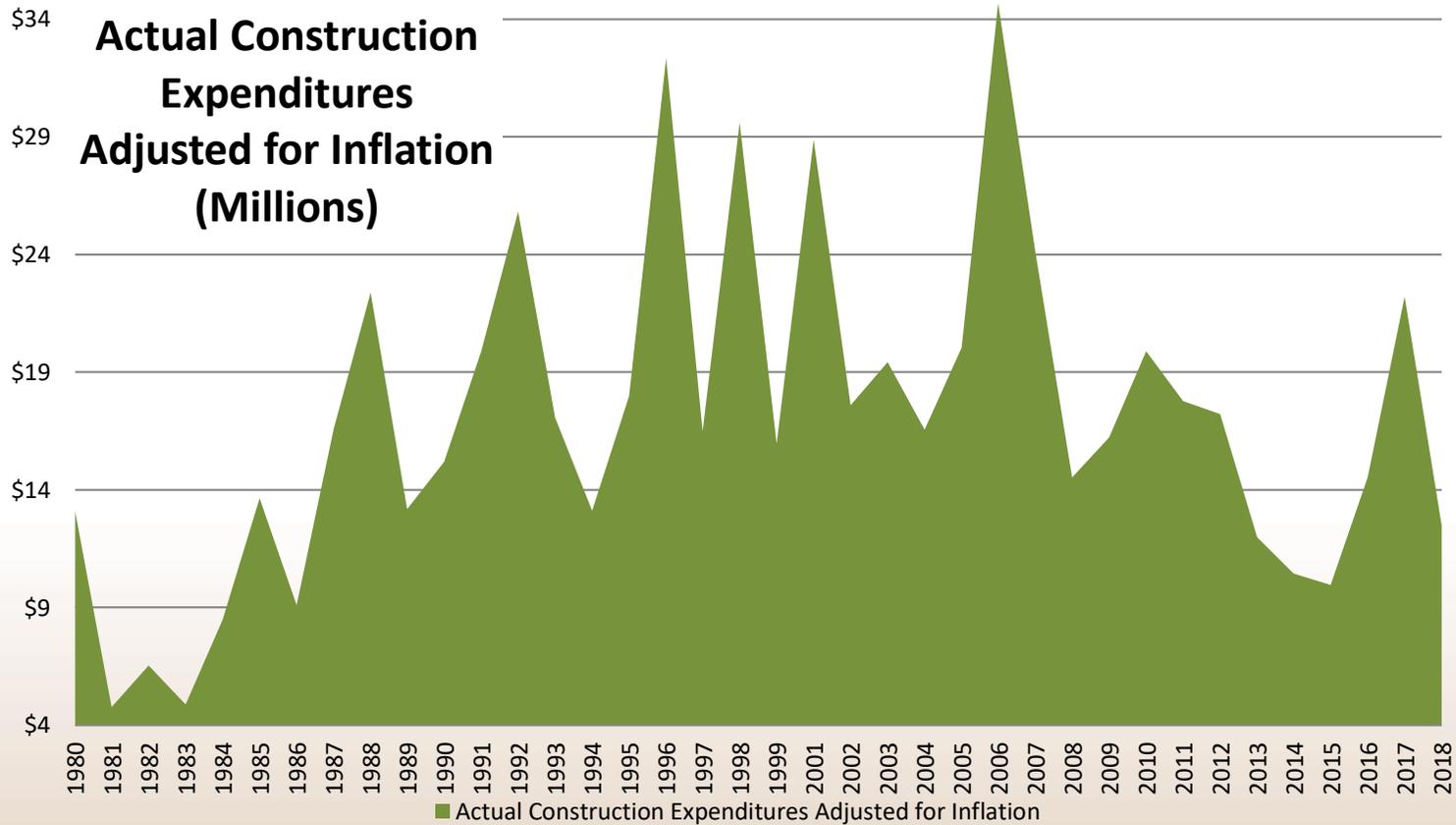


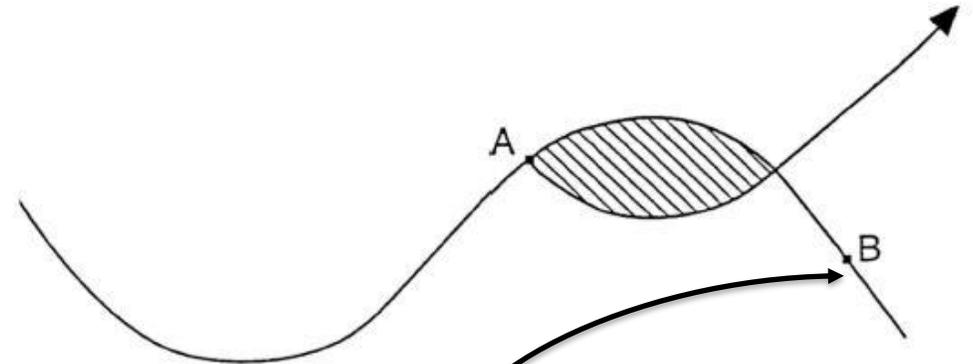
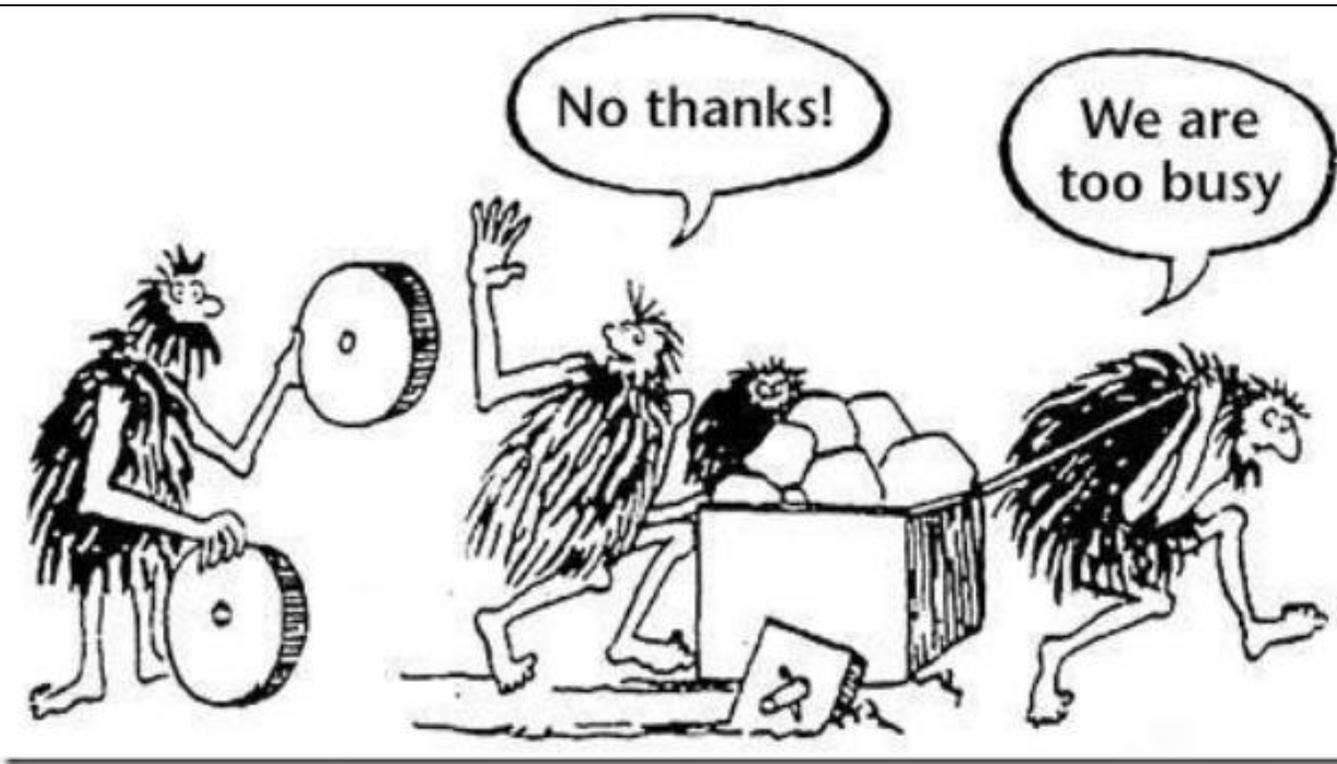
Changing Society





Lots to take care of....





Source: Handy (1994, p. 51)

The Vision





To create an organizational design that empowers and enables employees to work in a highly interdependent, team-oriented environment that ensures efficiency of operations, supports the fulfillment of the strategic plan, and places the customer at the center of everything we do.





Organization Model Team

(OMT) or (OMGT?)





Team Focus – Organizational Change



Strategic Plan Alignment



Regional Collaboration



Customer Focus



Efficient Delivery of Programs & Services



Communication & Decision Making



Team Focus – Organizational Design





Develop Comprehensive Report

- **Goal:** Provide a final report to MDC administration which includes all elements of the organizational model
- Key themes addressed were strategy, communication, people skills, culture, process and structure





The Results

- **System of Governance**
- **Structure Aligned with Goals**
- **New Relevancy Branch**
- **Formal Customer Experience/Employee Engagement Program**
- **Culture**





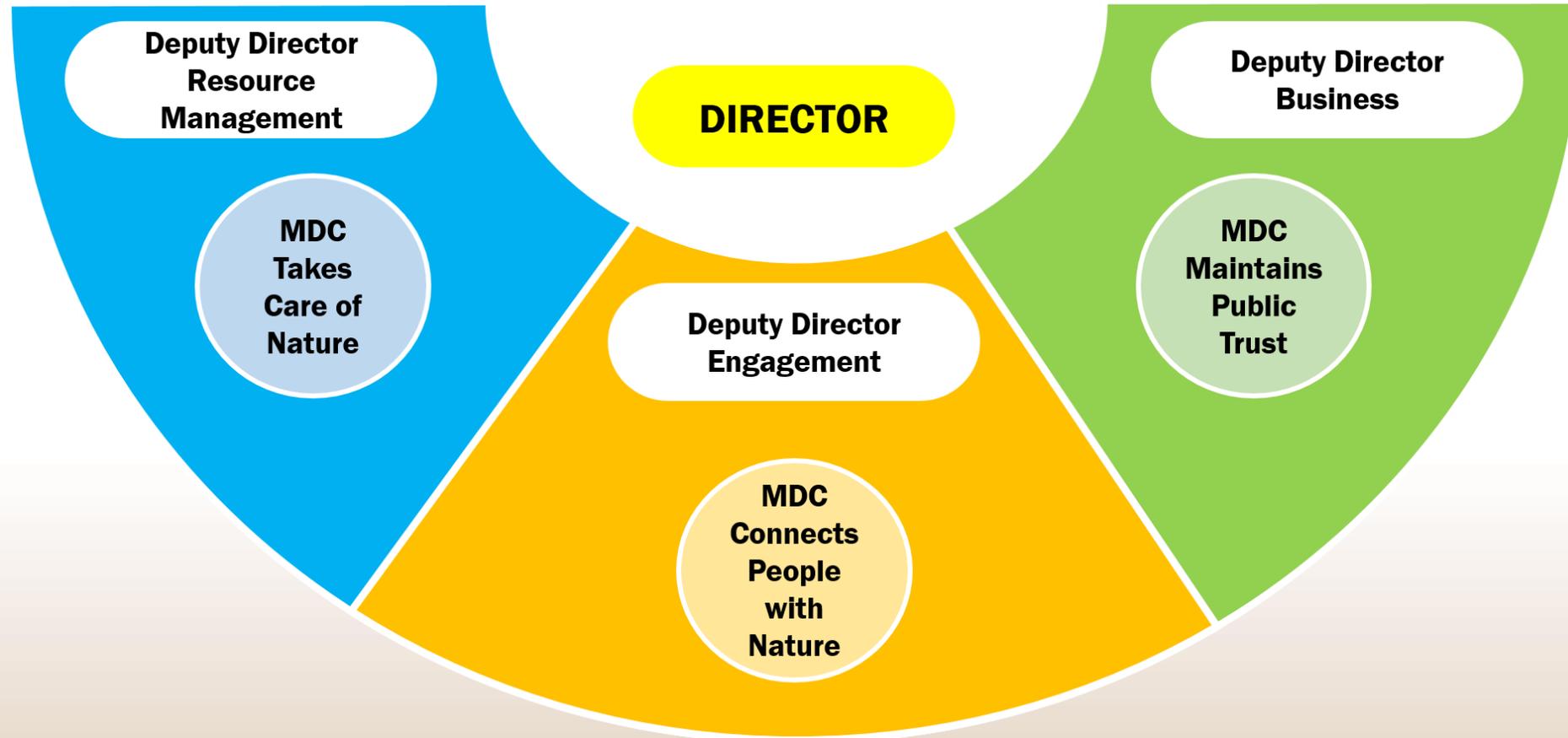
System of Governance

- Unified strategic priorities
- Integrated approach to natural resource management
- Regional empowerment and accountability
- Centralized standards guiding regional implementation
- Enhanced focus on continuous improvement
- Greater customer focus





Structure





Focus Areas

- **Relevance to existing and new audiences**
- **Enhanced Customer Experience**
- **Focused Employee Engagement**
- **Attention to Inclusion & Diversity**



Culture Work





Lessons Learned

- Change does NOT happen overnight
- Not everyone will embrace the change
- There is no such thing as over-communication
- Role clarity and decision-making authority must be documented





Lessons Learned

- Invest in your influencers
- Get involvement from all levels of the organization
- Declare and define the governance of your “new” organization
- Balance between Administration “just making a decision” versus taking time to get more people involved in the decision





“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to *change*.”

-Charles Darwin, 1809



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