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?
World is changing at the fastest pace we’ve ever seen
Changing Natural Resources
Changing Society
Lots to take care of....
No thanks!

We are too busy

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

- **People Practices**
  - Staffing and Selection
  - Performance Feedback
  - Learning and Development

- **Strategy**
  - Vision
  - Direction
  - Competitive Advantage

- **Reward Systems**
  - Goals, Scorecards and Metrics, Values and Behaviors, Compensation / Rewards

- **Structure**
  - Power and Authority
  - Reporting Relationships
  - Organizational Models

- **Process & Lateral Capability**
  - Networks, Processes, Teams, Integration, Matrix
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
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