

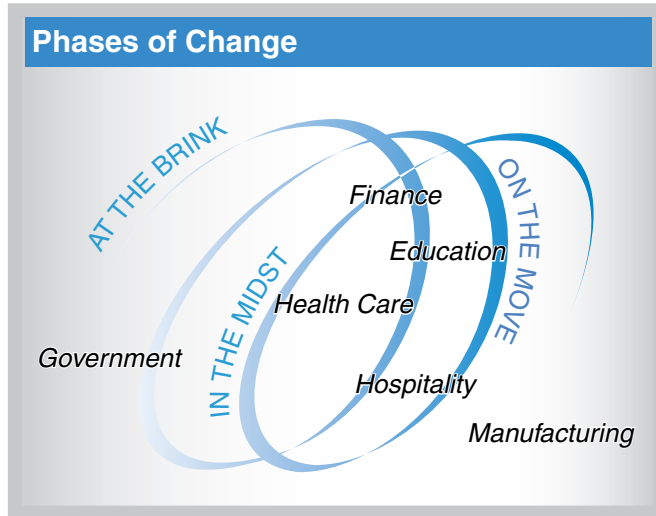


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## INDUSTRY ALIGNMENT

### The Peril and Payoff of Change

1984 – 2006



Source: Concepts derived from WorkStyle Patterns® trends. General Study Group of six major industries and government agencies in 1995. For updated results through 2006, see reverse side.

#### At the Brink: PIONEERING EFFORTS

Organizations at the brink of change can accept and respond or reject and resist new ways of working. Some employees pioneer improvement efforts while others look to the past for security and stability. Increases in productivity require personal commitment and cost.

**Work Approach:** Adapt and respond to short term work requirements. Strategic activity held tightly in a few positions.

#### In the Midst: INSTITUTING SYSTEMS

Organizations in the midst of change institute systems aimed at increasing accountability for bottom-line results. They typically turn to panaceas to lead them out of chaos. Employees experience expanded problem solving responsibility and cross-functional teaming opportunities.

**Work Approach:** Adapt to an extreme. Respond to tactical needs and constant crises. Tend to overlook strategic issues.

#### On the Move: INTEGRATING GLOBALLY

Organizations on the move use technology to support workforce activities. They explore strategic opportunities as an extension of identified core strengths and focus heavily on learning. Renewed profits and cost controls are integrated for globalization. Knowledgeable employees share a future vision.

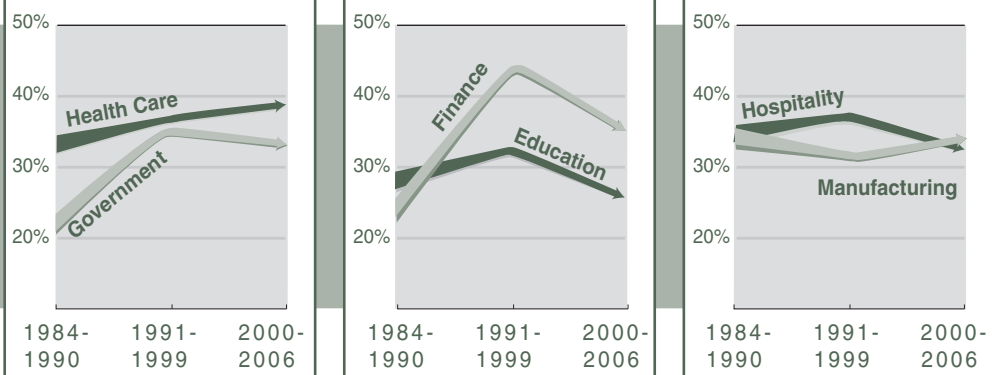
**Work Approach:** Meet market shifts through controlled adapting. Strategic activity built into everyone's work.

Monumental change used to hit once or maybe twice a century. Today it's a regular occurrence in most industries, and the question becomes, are we *At the Brink*, *In the Midst* or *On the Move* in relation to change?

Organizations need to track their own industries as well as industries they serve and sell to. This dual focus raises two very different alignment issues: one *inside* an organization with its work and people, the other *outside* the organization with its customer base. Aligning internally and externally to meet change—rather than react to it—an organization controls its own destiny.

The McFletcher Corporation's more than three decades of aligning organizations with market requirements reveal three critical phases of change. *"By continually assessing market alignment—At the Brink, In the Midst or On the Move—organizations keep pace with strategic opportunities while meeting present business and work requirements,"* says **Tomas McIntosh-Fletcher, Principal Consultant at The McFletcher Corporation.** *"The key to alignment is clarifying the realities of the present while setting a course for achieving the vision for the future. This reality check gives organizations clues for cross-industry opportunity and growth."*

INDUSTRY ADAPTING PERCENTAGES  
Defined by Requirements for Flexibility and Responsiveness



Based on WorkStyle Patterns® Data of industry professionals. 1990 (n=4,443); 1999 (n=12,842); 2006 (n=13,158)

### Working through the Phases of Change

WorkStyle Patterns® data reveal that industries *At the Brink* of change experience increases in ADAPTING activity—shifting from role to role. *In the Midst* of change ADAPTING activities continue at elevated levels while strategic activities decline. As organizations begin to integrate change while *On the Move*, ADAPTING requirements stabilize – moving toward a balance of task, coordination and influencing activities.

- *At the Brink:* When ADAPTING requirements climb above 33%, employee retention and quality of work fluctuate. Some employees take a positive approach – rethink the status quo and embrace change as a key to the future. Other people become cynical, apathetic or angry. Work loses focus and meaning.
- *In the Midst:* It's "make or break it" time. If companies let ADAPTING become a way of life, crisis management strangles the strategic direction. Employees focus on problem solving and cross-functional integration as a vehicle for change.
- *On the Move:* Organizations integrate the ADAPTING activities through a whole systems approach. ADAPTING activities become a permanent part of how they operate. Thus, ADAPTING activities decrease while the degree of strategic activities increase.

Established in 1974, The McFletcher Corporation is a research and consulting firm which specializes in aligning organizations with their market requirements and the workforce. The WorkStyle Patterns® Inventory and data base research are products and services of the McFletcher Corporation. A series of studies was conducted to monitor WorkStyle changes over a 20 year time frame – 1984-2006 – with a composite of industry members. The Studies referred to in this brief are comprised of employed individuals from six major North American industries and government and educational agencies.



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