



## A FLUID FORM ORGANIZATION

- **Client:** A petroleum refinery
- **Opportunity:** Redesign a hierarchical, 7-layer organization into one focused on the product and process
- **Approach:** Inventoried, prioritized, and process mapped current workflows, then worked from the processes and systems to the skills, jobs, interfaces, coordination, and measurement; deployed a new organization design
- **Results:**
  - New organization of only 5 layers
  - Reduction in FTEs (Proprietary!)
  - Personal incentives match business and product priorities
  - Process teams largely self-managed