

Accelerating decision-making with dynamic group processes and state-of-the-art systems.

Case Study

Washington D.C. Metro Area Transit Authority

Prism recently led the Washington, D.C. Metro Area Transit Authority's HR group through a dynamic five-year strategy session. Over two intense days in May, the group agreed to a mission, a vision, a set of weighted strategies and one-year priorities. They also used CoNexus[®] to assess current resource allocation against the newly prioritized strategies. They found critical gaps.

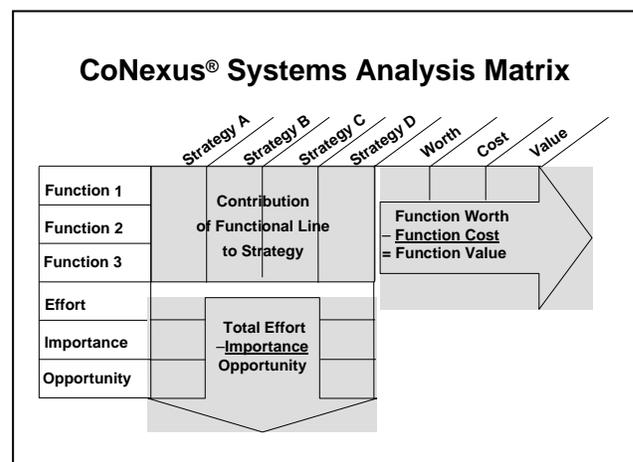
The CoNexus[®] matrix allows for the organization's functions to be evaluated for their contribution to each strategy. The idea is that there needs to be a match between a strategy's relative importance and the resources devoted to implement it.

Matching resources to strategy

CoNexus[®] dropped the HR group's newly weighted strategies across the top of a matrix. Each HR function was listed down the side. The team then used radio response keypads to assess the degree to which each function contributed to each strategy on a 1 to 9 scale.

After the group voted the last cell in the matrix, CoNexus[®] displayed

- *Function worth*: the contribution of each function to strategy.
- *Function value*: a function's worth minus its cost to the organization. Functions that cost more than they are worth are ripe for re-allocation. Or they need to refocus and better contribute to strategy.
- *Reallocation opportunities*: if the total effort of the organization is less or greater than a strategy's importance, there is opportunity to reallocate or deploy new resources.



The matrix vote revealed that two functions within the HR group cost significantly more than they were worth. The vote also showed that there was a huge gap between the current and required resources to implement the most critical strategy.

“Because of the rapid prototyping by CoNexus[®] and Prism’s superb facilitation, the HR group gained great insight into its future direction,” said Dr. David J. Koehn, Chief Learning Officer at McDonald Bradley, Inc., the lead consultant on the HR group intervention.