



Taking a Small Step Back for a Mega Step Forward

A Strategic Solution for Trin20 Biologics

Pacificorp Competition 2011
Phase I Submission

4/15/2011

Introduction

Trin20 Biologics (Trin20) is a biotech start-up company that operates a research facility in a rural community in the Southeastern part of the United States. As one of several biotech companies welcomed to the community to boost the local economy, Trin20 has created twenty three jobs that are filled by the local citizens. It is our assumption that Trin20 has just recently begun research that produces radioactive waste. As a result, Trin20 must create a program to properly dispose of low-level radioactive waste in accordance with local, state, and federal laws as well as train employees on proper disposal procedures. Trin20 has a small amount of funding for professional development and training for this effort.

Trin20 has an additional challenge involving community support. Citizens are concerned about the potential of radioactive waste in the community, even though the company producing it has brought jobs to the area. Trin20 is concerned about their standing in the community because they rely on community resources such as employees, facilities, and other support services in order to do their research. Ultimately both sides would like to maintain a harmonious relationship.

Trin20 has requested a solution to address three needs:

- Staff development – handling and disposing of low-level radioactive waste
- Community education – educating citizens about low-level radioactive waste disposal
- Documentation control – a system to record training, performance, and compliance

This proposal provides an overview of how *Heads Together Consulting (HTC)* will deliver a comprehensive, cost-effective solution to address Trin20's organizational, community, and regulatory needs.

The First Step...A Step Back

Our approach to Trin20's challenge is to first take a step back. Although Trin20 has already indicated a training solution, we first looked at Trin20's needs using a systematic approach that focused not only on organizational needs, but also on how the organization operates within the larger framework of the community. As indicated by Trin20, critical to the organization's success is operating in harmony with the community. Without community support, Trin20 will have difficulty attracting employees or garnering support for other research projects. The operations of this organization, specifically the handling and disposal of radioactive waste, undoubtedly affect the community; therefore, the radioactive waste produced by Trin20 is not just an organizational problem, but also a community problem.

Any training or performance solution must be aligned with a larger vision, which includes Trin20 and the community. We propose an approach designed to leverage existing operations and resources, while creating a long-term vision for organizational success and community support. Our approach will include

- Developing a strategic vision toward community responsibility
- Aligning organizational elements to the vision; and
- Focusing on results-driven solutions.

Develop a Strategic Vision toward Community Responsibility

Successful organizations are shifting away from the traditional focus on organizational output and focusing on using the organization as a driver for adding value to society (Kaufman, 2005). Companies like Trin20, whose operations have a direct impact on health or safety, can no longer afford to operate in a vacuum and focus only on internal results. Instead, a results-driven, proactive strategy that puts an emphasis on the organization's social responsibility is required for long-term viability and success. Roger Kaufman's (2005) Mega Planning approach places an emphasis on establishing a vision for the organization in terms of its positive impact on society, and then aligning all elements of operations with that vision.

At the heart of Mega Planning is performance and innovation aimed at ensuring a better future for all stakeholders involved. (Forbes, Forbes, & Hoskins, 2005) Adopting this type of strategy, as illustrated in Figure 1, will bond Trin20 with the community, employees, and regulators (Forbes et al., 2005). These types of relationships are the key to Trin20's long-term success not only as a research organization, but also as an employer in the community. Our goal is for Trin20 to be seen as a community partner, instead of the company associated with radioactive waste.



Figure 1: Trin20 Biologic Community Partnership

Align Organizational Elements

The driver of organizational success will be community support; however, currently, both employees and citizens are concerned about radio-active waste in the community. To close this gap, we addressed several causes, the primary of which is: radioactive waste, even low-level waste, is perceived as hazardous to health and environment. It is not enough to simply educate citizens and train employees on radioactive waste disposal, rather Trin20 must demonstrate their commitment to the community by creating a safe working and living environment.

Kaufman's Organizational Elements Model (OEM) provided a framework for (1) analyzing organizational elements in the context of our recommended vision and (2) determining

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the true needs based on desired results. This analysis put the radioactive waste issue into perspective at both an organizational and community level.

As illustrated in Figure 2, Organizational Elements Model, Trin20’s resources, processes, and products must be aligned to support the vision of community partnership. Solutions will be based on organizational results, such as products and outputs, instead of organizational efforts, such as inputs and processes.

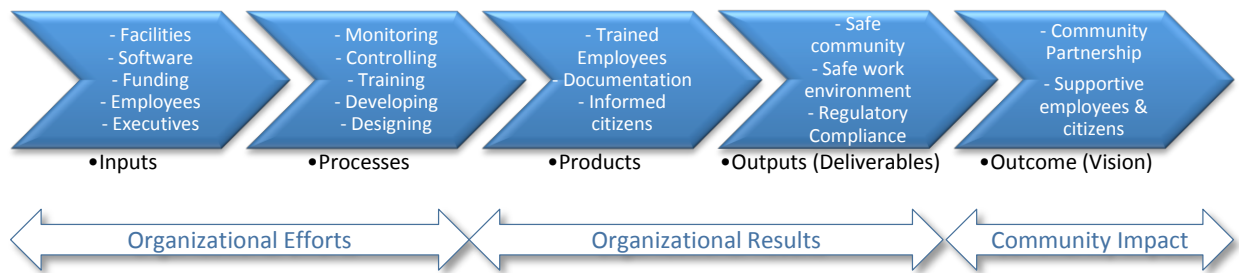


Figure 2: Organizational Elements Model (Kaufman, 1983)

Focus on Cost-effective Solutions and Results

HTC proposes a four-part solution, as shown in Figure 3, which will enable Trin20 to overcome the challenges involving radioactive waste, while staying aligned with their current resources and budget. This strategy, built on operational and societal results, will allow Trin20 to remain in harmony with the community while moving forward with its research.

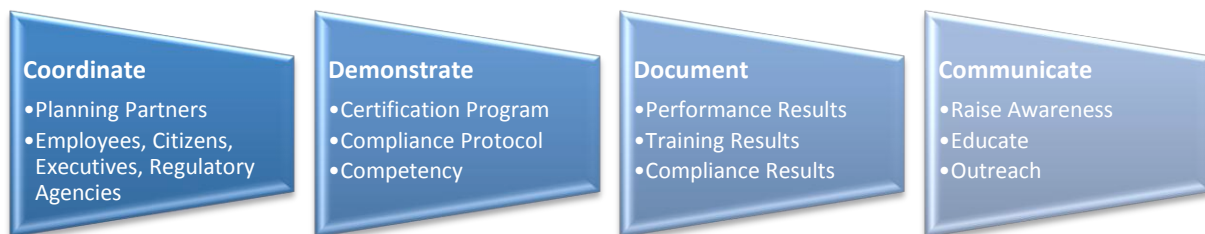


Figure 3: Four-part Solution for Optimal Results

Coordinate

First, Trin20 must plan for community partnership by forming a team of planning partners that will continually monitor and advise the organization. The partners will be stakeholders in Trin20's success: executives, employees, citizens, customers, and regulatory agency advisors.

Demonstrate

Trin20 must demonstrate its commitment to community partnership with tangible results stakeholders can see and experience. In order to build a strong foundation in the community, Trin20 must establish the competency of the organization and its employees to expertly handle radioactive waste. It is critical that Trin20 demonstrates a safe and healthy work and community environment.

Partnering with regulatory agencies that offer assistance with training, Trin20 executives will develop and deliver a company-based certification program to train employees. The certification program will establish Trin20's commitment to community partnership, and the partnership with regulatory agencies will communicate Trin20's seriousness toward proper waste disposal. Leveraging executives' expertise, assistance from regulatory agencies and supplementary training resources will make the program cost-effective. In addition, there is a benefit to the distinction associated with a certification program. The program will not only add value to the organization and enrich employees, but will also satisfy the federal and state agencies' requirements for records of training and performance.

Document

Compliance documents, processes, and certification programs will be managed in an open source documentation management system. A number of open source systems on the market provide both security and business process integration features to streamline documentation control. The system will also be setup to serve as a knowledge base to support the certification program and enhance employee performance.

Communicate

Trin20 must be forthcoming about what they do and how they do it to form a relationship of trust. Communicating with the community will be a proactive, ongoing effort; therefore, we determined that a social media presence will offer a cost-effective solution to achieve this goal.

Social media has become an important communication tool for organizations. Statistics from The Tech Journal cites more than 1.5 million businesses have active pages on Facebook and more than 20 million people become fans of pages each day (The Tech Journal, 2010).

Social media tools offer a cost-effective vehicle for establishing relationships with current and future customers or stakeholders. By adopting social media, Trin20 can easily raise awareness, educate citizens, and provide communication and outreach to neighboring communities.

Monitoring tools will provide Trin20 with a method of measuring feedback to gauge user response.

The social media presence will provide message boards, photo galleries, a virtual visitation center, and educational resources for the general public. Trin20 will designate employees to maintain and update the site regularly.

Conclusion

Our proposal offers more than a training solution, but rather a performance-driven strategy to ensure a long-term relationship with community partners. It is this partnership that will drive operational results to support research, the organization, and community health and safety.

Resources

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