

# Developing Lean Organizations

*As the administration, Congress, and the federal agencies increasingly focus on efficiency and a leaner government, opportunities arise to remake organizational structures for more effective performance.*

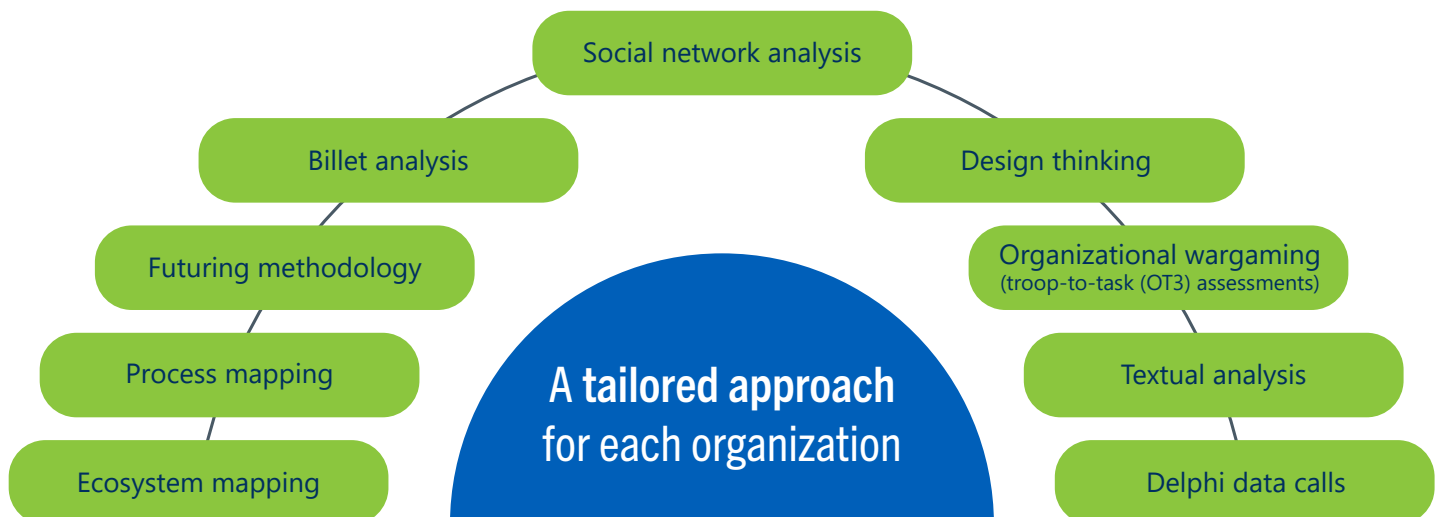
## Eliminating Dysfunction in Government Organizations

To help federal leaders improve government operations, we have performed more than 40 analyses fully focused on organizational effectiveness and efficiency. These data-driven assessments have identified common practices within organizations that can lead to gaps, waste, and inefficiencies. Some examples include:

- **Patchwork structures** are the amalgamation of existing organizations, often resulting in inefficient processes, stovepiping, interoperability issues, and problematic oversight.

- **Misalignment** is the result of seemingly related elements being grouped into the same organizational structure, regardless of best fit. This can result in inefficient processes and gaps or duplications in the execution of responsibilities, authorities, or capabilities.
- **Multi-hatting** is the assignment of many roles or “hats” to a single commander, staff, or organization. This can result in an overwhelming workload, lack of visibility and oversight, and disproportionate allocation of limited resources or competing priorities.

## CNA's Organizational Roles and Missions Team



To tailor our approach for each organization, CNA's experts utilize social network analysis, organizational wargaming (troop-to-task (OT3) assessments), design thinking, textual analysis, Delphi data calls, ecosystem mapping, process mapping, futuring methodology, and billet analysis, among other techniques. We corroborate our data and methodologies to identify the ideal scope of responsibilities, organizational structure, alignment of skills, and organizational processes. This approach allows us to identify the root causes of challenges, map those to tangible organizational elements, and inform the drivers of change that organizations can use to improve performance.

## CNA's StaffLab™

offers a suite of tools to explore and test command and control, organization design, and process efficiency in a laboratory-like setting. It employs quantitative organizational wargames and analyses to examine organizations (including their structures, people, and processes) and to test alternative structures, processes, and chains of command. By collecting cumulative and latitudinal data, we can perform meta-analyses to gain insights into organizational dynamics and trends. Our methodology optimizes organizational structures and processes and identifies ideal manning configurations in resource-constrained environments. By combining our deep expertise in military operations, organizational design, and wargame development, CNA offers a campaign plan that purpose builds and tests lean organizations.

## Tools for Organizational Efficiency

Risk assessment for decision-making is an integral part of our analytic approach to optimize the functioning and structure of organizations. Through our decades of experience supporting the Department of Defense, the Military Services, and the Federal Government in redesigning organizations and processes, we have helped reduce costs, improve effectiveness, and support Senior leadership in meeting mission requirements. As a not-for-profit, independent analytic organization, CNA specializes in supporting government leaders with solving ill-defined and complex problems. We employ a tailored approach for each organizational transition, and we empower leaders with the tools and data they need to undertake continuous organizational improvement on their own.

A best practice for organizational efficiency is establishing command and control (C2). CNA's work with government leaders to provide effective C2 ensures accurate and timely situational awareness and minimizes risk-taking. It facilitates planning that maximizes tactical flexibility and sustainability of operations while minimizing waste and risk to mission and risk to force. Additionally, effective C2 speeds up decision-making and enables leaders to collaborate to meet their assigned missions.

## CNA's Approach for Designing Lean and Efficient Organizations

A key aspect of CNA's approach to optimizing organizations is aligning the tasks to the functions and the functions to the mission. This includes identifying the correct manpower and skillsets that are needed, as well as documenting clear roles and responsibilities and processes.

## Organizational Development Life Cycle

### Vision

- Motivation for creation
- “Ecosystem” positioning and C2 relationships
- Constraints and restraints
- Organizational roles and responsibilities

### Function & Form

- Missions, functions, and tasks list
- Battle rhythm
- Organizational structure

### Details

- Refined battle rhythm and organizational SOPs
- Manning document

## Our Process

### Vision

- **CNA organizational analyses** explore the impetus and roles for new organization
- **CNA wargames** examine organizational function and deliver findings
- Command develops establishing directive

### Function & Form

- **CNA advises** on mission, function, and task (MFT) and organizational structure development
- **CNA quantitative organizational wargame stress-tests manning document**
- **CNA analyzes organizational dynamics** to recommend changes to organizational structure, processes, or areas for further development

### Details

- Manpower analysis organization develops initial manpower document
- **CNA quantitative organizational wargame** to stress-test manning document
- **CNA analyzes billet-level** employment and networks to inform changes to manning document

## About CNA

CNA is a not-for-profit analytical organization dedicated to the safety and security of the nation. With nearly 700 scientists, analysts, and professional staff across the world, CNA’s mission is to provide data-driven, innovative solutions to our nation’s toughest problems. It operates the Center for Naval Analyses—the Department of the Navy’s federally funded research and development center (FFRDC)—as well as the Institute for Public Research. The Center for Naval Analyses provides objective analytics to inform the decision-making by military leaders and ultimately improve the lethality and effectiveness of the joint force. The Institute for Public Research leverages data analytics and innovative methods to support federal, state, and local government officials as they work to advance national and homeland security.

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