

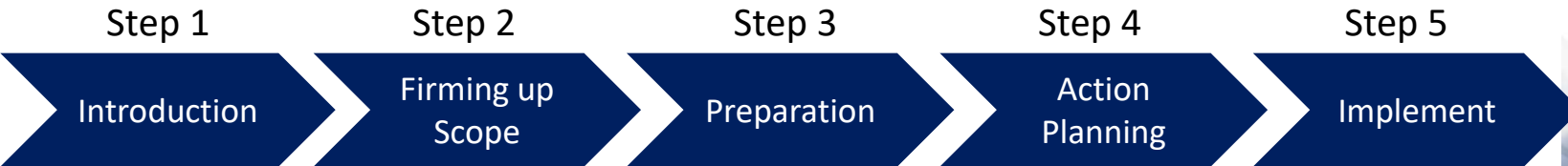
# Reviving Organization through Redesigning Structure

A Case study





- The Client is a private members club incorporated in November, 1933, with an objective to promote cricket and other sports in the country.
- The most popular contribution of the club over the years have been, the prestigious Pentangular Tournament, the first test match between India and West Indies, the ICC Champions' Trophy and the first T20 international on Indian soil between India and Australia.
- Apart from sports, the club also grand cultural events and musical concerts which include performances by greats such as John McLaughlin, Placido Domingo and Rolling Stones.
- The Club continues to be the leader of sports in India and is recognized as one of the most prestigious clubs in the country with reciprocal arrangements with many leading sports clubs all over the world.
- It engages more that 800 employees to cater to the needs of its 12,000 coveted membership and has a very robust financial investment portfolio to take care of its needs.



Introduction to the club and Stakeholders to get deeper understanding of the challenges, Strengths, opportunities and Expectations

Firming up the scope of the project i.e. the scope for each element (organization Structure, roles and responsibilities, Manpower planning, Compensation, Benefits etc.

Gathering data, for analysis and mutually agree on broad action plan of work, timelines and review mechanism

Co-Create Step by Step Action plan for the project elements with FPR's (First person Responsible) / timelines and specific deliverables

Based on mutually agreed priorities, data and assessment on the ground, work with the project team on the actions planned. Review with management and guide project team/s during implementation





- The club was incorporated in the year 1933. Many strong sports personalities from the pre-independence and post-independence era have led to the club assuming fame across the globe. However, it seemingly lost its purpose and vision over a period of time.
- With the increasing memberships over the years, it has reached a mammoth membership for 12,000 in 2022-23. As such, the activities of the club grew exponentially putting a lot of demand on the employees to meet the ever-growing need from the members.
- The administration and operations of the club have therefore become more complex and slowly it started experiencing that the quality of service to its members has significantly deteriorated. This was not only creating chaos in the club but was also adversely affecting the reputation of the Club.
- In order to keep up to its legacy of extending world-class service and outstanding experience for its members, the CCI approached us to support them in identified challenges and helping them to glide in the future desired state in a phased manner.



- Ever growing Membership that stands at about 12,000 now
- Big picture of what would be the Club of the future is missing.
- The focus is more on recreation rather than promoting the organization as a Sports Club! Can we create world champions?
- Freedom to operate – empowerment is missing. Having said that, the question also is whether employees are willing to take up higher responsibilities?
- Focused on self than on the overall organization purpose
- Decision Making – Better to pass it on to the top so accountability doesn't reside with them
- Only responsible for what they are expected to do (As per their own understanding) and not worried about how it impacts the services to the members as well as to the image of the club.
- Centralised Decision Making
- Personal bias in Performance Measurement.

After a lot of discussions and negotiations with the President, Vice Chairman and the Managing committee members of the club, we agreed that we need to re-laid the foundation of the club that included the following scope as Phase I of the project:

- Re-define the Purpose and objective of the club
- Review and co-create organization Structure with clear definitions of roles & responsibilities for unique roles
- Define KRA's for above unique roles
- Define Authority matrix
- Define competencies framework
- Review current current salary structure and suggest compensation bands for each levels from CEO to departmental Heads & their immediate subordinates

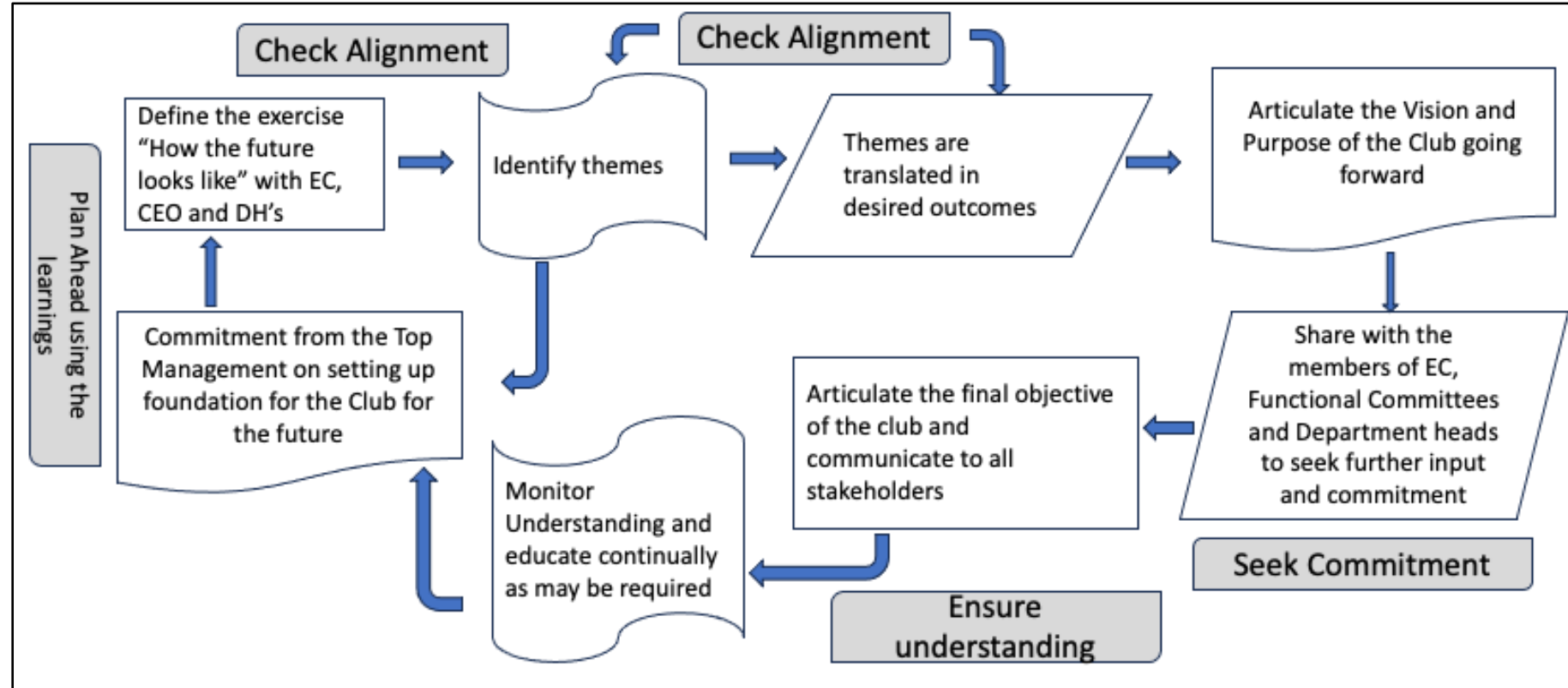


Our Current Focus of Discussion

# Establishing the Purpose

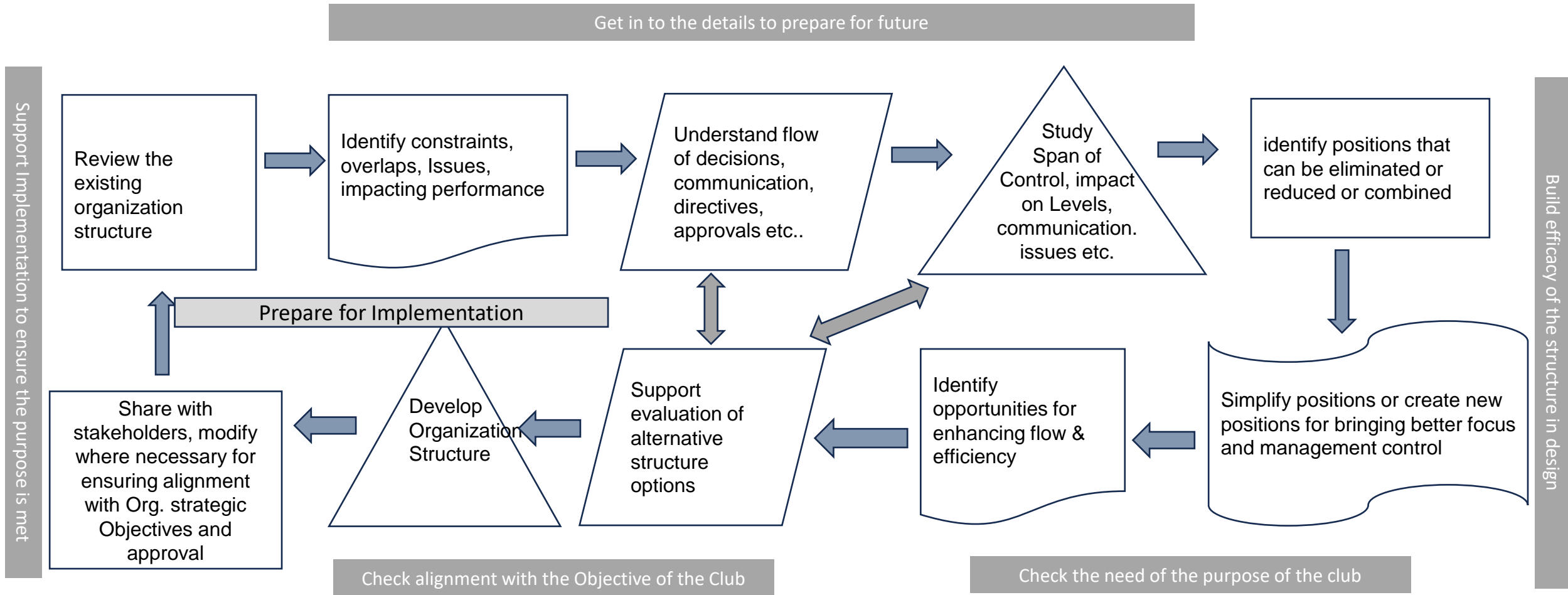
The process followed for arriving at the **Purpose of the Club!**

Inclusiveness in decision making is as powerful as the blood flowing through your body!



We came up with a very compelling purpose for the club to look forward to :

***“To enhance the experience of all members by providing world class services in Recreation and Sports !”***

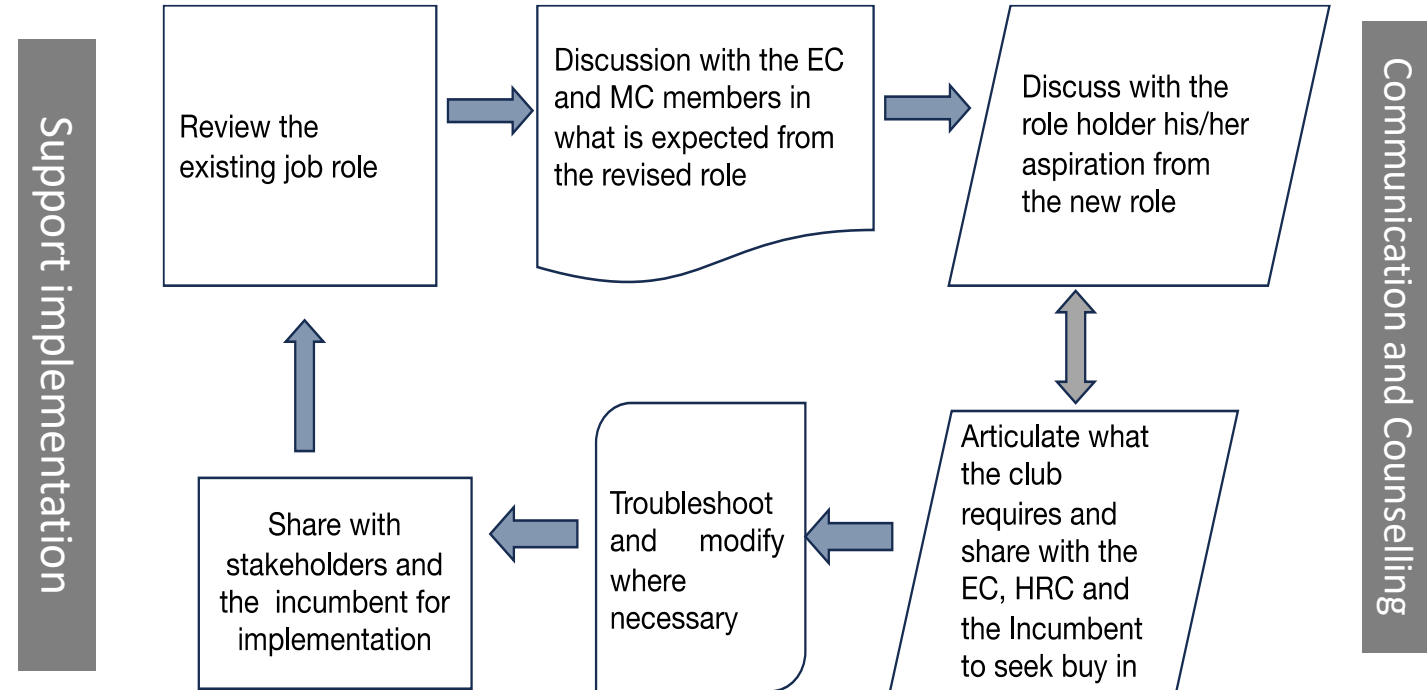


It is important to anticipate concerns from the leadership positions and prepare to address them so that the structure implementation becomes a collective responsibility than the perceived accountability of one function!



Job Title:	
<i>Basic information about the role</i>	
Job Code:	Business Unit:
Division:	Department:
Unit/ Section:	Reporting to (Job Title):
Job Nature (Office, Field):	Location:
Job Grade:	Issuance Date:
<b>Job Purpose</b>	
<i>This section summarizes the primary purpose of your job and the major (overall) responsibilities associated with it</i>	
<b>Key Roles &amp; Responsibilities</b>	
<i>This section defines the key roles &amp; responsibilities associated with your job</i>	
1. Strategic Planning:	
a.	
2. Functional / Operations Management:	
a.	
3. Team Leadership and Development:	
a.	
4. Financial Management:	
a.	
5. Member & Sports Personnel Experience:	
a.	
6. Process Excellence:	
a.	
<b>Job Requirements</b>	
Qualifications and Certifications	
•	
Work Experience	
•	
Behavioural Skills	
•	
Language Skills	
•	
<b>Communication &amp; Working Relations</b>	
Key Internal Contacts	
•	
Key External Contacts	
•	

Having defined the Organization Structure, we defined the roles and responsibilities for the roles identified by the club as mission critical :





- Identification, alignment and focus on thrust areas that will deliver business growth
- Goal clarity and aligned processes and systems that Improved business performance
- Improved functional efficiencies and organization readiness to deliver changes in business
- Institutionalizing overall business performance method with clear measurables that give appropriate weightages to performance & competencies
- Data based decision making
- Institutionalization of talent & competencies framework across hierarchy of the organization
- Clearly defined MIS matrices that help keep note of business performance on an ongoing basis and therefore helping timely course corrections required to mitigate variances arising out of dynamic business environment
- A sense of achievement for employees thereby building confidence in the system to do more with less



- Engage the leadership level in the process and communicate the big picture
- It is important to seek commitment as to what would they like to contribute to realize the big picture.
- Focus on the Organizations Strategic thrust areas, alignment and do not let the individual needs influence the decisions for desired change
- Seek to understand the individual insecurities and/or lack of competence and help them address it!
- Communicate, communicate and communicate.
- Understand the group processes that are not visible, it can be a game changer!
- Bring clarity on all leadership roles and align them to the purpose and strategic objectives of the organization.
- Institutionalizing overall business performance method with clear measurables that give appropriate weightages to performance & competencies
- Data based decision making
- A sense of achievement for employees thereby building confidence in the system to do more with less

A promotional graphic for STRATEGEA. The background is a vibrant blue with a faint, light-colored world map. In the center, two hands in business suits are shaking, symbolizing a partnership or agreement. The text is overlaid on this scene.

**Shaping Your Future Business. Along with You**  
**Strategy ♦ Operations ♦ People ♦ Digital**

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