

## Sizing Right to Drive Performance



Reorganizations are a constant in business today. Hardly a day goes by without a major company announcing an acquisition or plans to slash its staff. At the same time, the pace of change generates the need to launch new teams or units and create roles to explore new spaces. And even growing companies are focused on getting more out of their people.

Another constant is that headcount has a habit of reverting to the norm, particularly when decisions are not rooted in what it takes to create value. Reducing headcount can be quick and easy—but making judicious changes that will last is a different matter altogether. New teams chartered to take on emerging priorities are forced to compete with the legacy and frequently get pared away before having a chance to succeed.

With **Sizing Right**, we bring analytics to the table to make sure you have the right number of people focused on the priority outcomes that drive performance. And we deliver results that last.

### Size to Perform

An organization's headcount is the result of a series of individual decisions made over time about what to do and how to do it. People do the work they believe is valuable, and businesses rarely have a process to confirm that the workforce as a whole is focused on the right priorities.

Our approach starts with a focused effort to **recognize value**. We translate strategic objectives into drivers of value for individual teams and functions. We surface key trade-offs that need to be made to improve the way the workforce is deployed against strategic priorities by asking, for example:

- Which activities have the potential to create strategic advantage?
- Which are necessary but not differentiating?
- What projects and initiatives can be stopped or postponed? Which need to be accelerated?
- What is the relative utility of deploying additional resources to certain activities?

Once there is a clear view of what value needs to be created, the real work can begin to **size for the future**. Our approach is tailored to meet the unique needs of each business. When time is of the essence and low-hanging fruit is available, we focus on reshaping what you have today to create value quickly, while putting in place the enablers to make it last. When the world is changing around you and what you have today no longer suits your future needs, we uncover mismatches between work done and value created and we address areas of imbalance. And finally, when what you need is a performance breakthrough, we take an unconstrained view and assess what it takes to get beyond incremental changes.

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Figure

### The four “get-rights” to sizing right



Source: A.T. Kearney

To **unlock the potential** of a Sizing Right effort, agreeing on the future size is never enough. Processes, job descriptions, and capabilities need to be adjusted to reflect the new realities. Sometimes the organization itself cannot accommodate the future needs. Some work may need to shift from internal to external, or vice versa. And at the root of it, people’s day-to-day activities will need to change.

#### The Four “Get-Rights” to Sizing Right

The approach works and is different from others because of four “get-rights” (see figure):

- Unconstrained: sizes for the future to achieve priority outcomes and overcomes the constraints of the status quo
- Explicit trade-offs: reaches agreement on what work is aligned with priorities and what is not, but never sacrifices performance for the sake of cost savings
- Beyond benchmarks: uses benchmarks to surface the right discussions and inform decision-making, rather than applying top-down numerical benchmarks
- Cohesive operating model: determines not only a “right” size, but also a way to achieve and sustain it that addresses processes, governance, capabilities, and behaviors

By working with you to get these things right, we help you size a high-performance organization that lasts.