

AHRS Services - FAQs

Organizational Design Consulting

Sometimes, any agency or agency department needs some external support when making organizational design or strategy changes internally. This external support can often bring helpful objectivity to potential changes that can be challenging to maneuver. Having an external guide who can provide this support, yet still understands how the larger system works, can help to improve the ability to navigate organizational design changes. AHRS consultants may use prior experiences and models/frameworks to support the organizational design process and any resulting change management.

- So, what exactly is Organizational Design Consulting?
It is a service where AHRS can help facilitate a review and discussion for agencies or agency departments to consider how to best align organizational structures to successfully deliver services to internal and/or external customers.
- Why would an agency need Organizational Design Consulting?
Sometimes, based on environmental or other changes, a need arises where the structure that is in place does not seem to be working any longer or it may not be positioned for future changes. Therefore, an agency or agency department may need to make changes to the way in which positions are aligned to improve how work flows and how outcomes are delivered to customers.
- How does Organizational Design Consulting work?
AHRS can provide an “external” perspective but still have an understanding of “internal” state workings when considering organizational design changes. AHRS can consult on draft proposals or can facilitate a process that builds or re-builds a design from the beginning. This process would likely involve review of current structures, clarifying the agency or agency department’s future strategy, identifying the structural gaps, evaluating what changes would minimize those gaps, and how to implement any changes.
- What does it cost?
Any sort of consulting can be expensive if purchased externally. Fortunately, the Organizational Design & Strategy Consulting offered by AHRS does not include a cost to state agencies/organizations. The investment is the time an agency needs to invest in discussions, meetings, or other activities necessary to create a future vision and plans to get there.

Process Review Consulting

Process Review Consulting can help an agency or agency department improve a process that has become “broken” often as a result of forces directly outside its control. Sometimes the breakdowns result in backlogs or other problems that if not fixed, will continue to escalate. Process Review Consulting can help change this cycle to make it successful. AHRS consultants may use prior experiences and models/frameworks to support a process review and resulting recommendations.

- So, what exactly is Process Review Consulting?
Process Reviews may include a review of practices and processes to determine where breakdowns occur or where practices can be improved. For example, a process can be reviewed to identify all the steps and identify where breakdowns occur that lead to backlogs in workflow. This could include mapping a process and facilitating team discussions to explore alternatives to solve challenges. It could also involve a review of current practices and recommendations for improvement.
- Why would an agency need Process Review Consulting?
Sometimes, a process becomes “broken” as environmental factors evolve. Changing expectations, relationships, legislation, external factors, technology updates, etc. can all impact how a process

works. Sometimes, these factors are external to an agency or agency department yet significantly influence how the work gets done. These factors can “break” a process that may have worked successfully in the past but has now created breakdowns and backlogs.

- How does Process Review Consulting work?
A review framework would be established based on the identified need by the agency. Consulting would likely include individual discussions, team discussions, identification of the “current reality” and the future vision, review of the current process to identify what is and is not working well, facilitation to identify and evaluate options for improvement, and recommendations.
- What does it cost?
The Process Review Consulting offered by AHRS does not include a cost to state agencies/organizations. The investment is the time an agency needs to invest in discussions, meetings, or other activities necessary to create a future vision and plans to get there.

Coaching

Coaching can be a great addition to existing training or development approaches and can provide a level of individualization that may be hard to achieve in more formal programs.

- So, what exactly is Coaching?
It can be defined in a variety of ways – the [International Coach Federation \(ICF\)](#) defines it as “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.” The coaching process is goal oriented and focuses on creating strategies and actions to achieve goals. It is also very individualized and focuses on client self-discovery and helping a client identify effective solutions.
- What kinds of topics can benefit from Coaching?
Workplace coaching may include leadership development, career development, achievement of key goals, work style effectiveness (e.g., productivity, timeliness, quality, work/life balance), new leader integration, leadership effectiveness, and many other focus areas.
- How does Coaching work?
Coaching is a process that includes goal identification, strategy development (how to get to the goal) and action completion (specific, tangible activities). It also focuses on accountability for action completion. The process creates self-awareness and learning for the client. In Coaching, the coach is like a guide that helps people to move through the thinking process, helps to hold them accountable to their actions, and helps them to recognize insights/learning. The Coach also challenges clients to identify how these insights can play a role in other areas of their work/lives.
- Who can benefit from Coaching?
Anyone who is committed to actively working on the identified goals can benefit from Coaching. Coaching is about change – clients need to be willing to invest the time and energy to make changes happen.
- What does it cost?
Coaching can be expensive if purchased externally – executive coaching can be as much as \$500/hour! Fortunately, the Coaching offered by AHRS does not include a cost to state agencies/organizations. The investment is the time an employee needs to meet with the coach and to work on actions to support goal achievement.
- Where can I learn more about Coaching?
Many articles can be found about Coaching, how it works, benefits, etc. Here is a recent article from [SHRM about Coaching](#) that can help provide more insight on what it is and how it can help.