

Why

To put the emphasis on your primary process, the one that gives direct and visible value to your customers. In agile companies, it can be observed that central and staff functions become less important when the people responsible for making daily decisions that directly respond to customers and the changing environment have greater decision-making power.

What

Everyone (MT included) is trained in frontline skills to a certain degree and has some direct contact with customers if possible. If you feel that this would really not do justice to your staff functions then consider implementing a rotation system where everyone is trained in some frontline skills and where frontline workers also become familiar with or get some insight into central staff functions. However, remember that the core of this action is to return focus to the primary process and direct contact with the customer.

How

Organize training in frontline, also for staff functions. Allow people to participate in the primary process for a while, e.g. one retail company holds an annual anti-bureaucracy week during its busiest week of the year (just before Christmas). You can of course think up other ways of introducing people to the primary process and getting them directly involved with customers.

When

When you feel that your company is overly focused on bureaucratic and administrative activities and that the importance of the primary process and directly added value for customers is getting lost.

Critical success factors

Taking the time to explain the reason for this intervention and to listen to possible resistance, trying to find answers to the resistance. Don't force it.

Possible workshop exercise

Discuss the possibilities of this training and how to organize it.