



PROJECT MANAGEMENT
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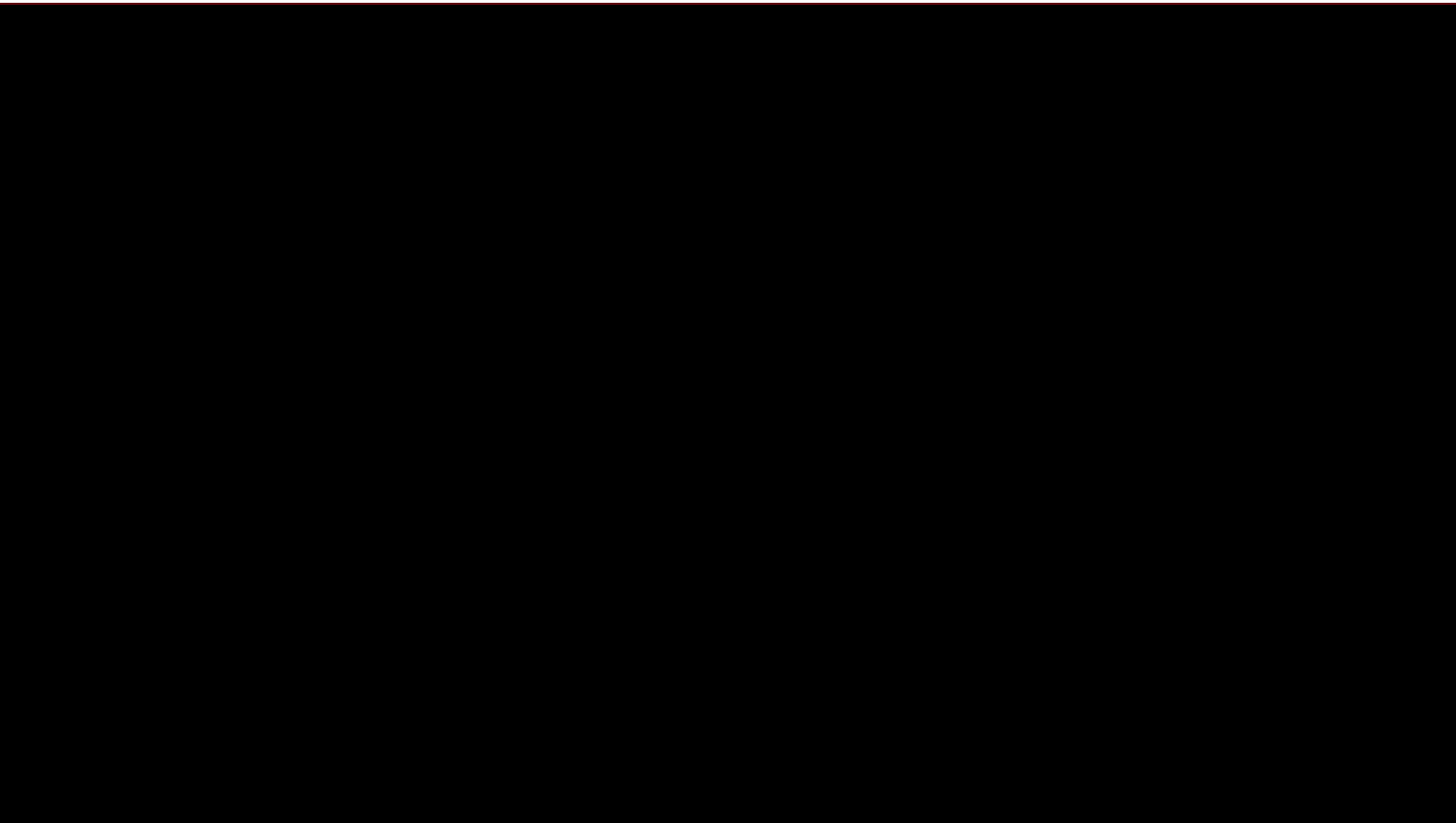
UNIVERSITY OF MARYLAND
2026 PROJECT MANAGEMENT SYMPOSIUM

A Reorg Done Best Is A Reorg Done Last

Kendall Lott

PMP®, Prosci®, Clifton Strengths® Coach, DiSC®

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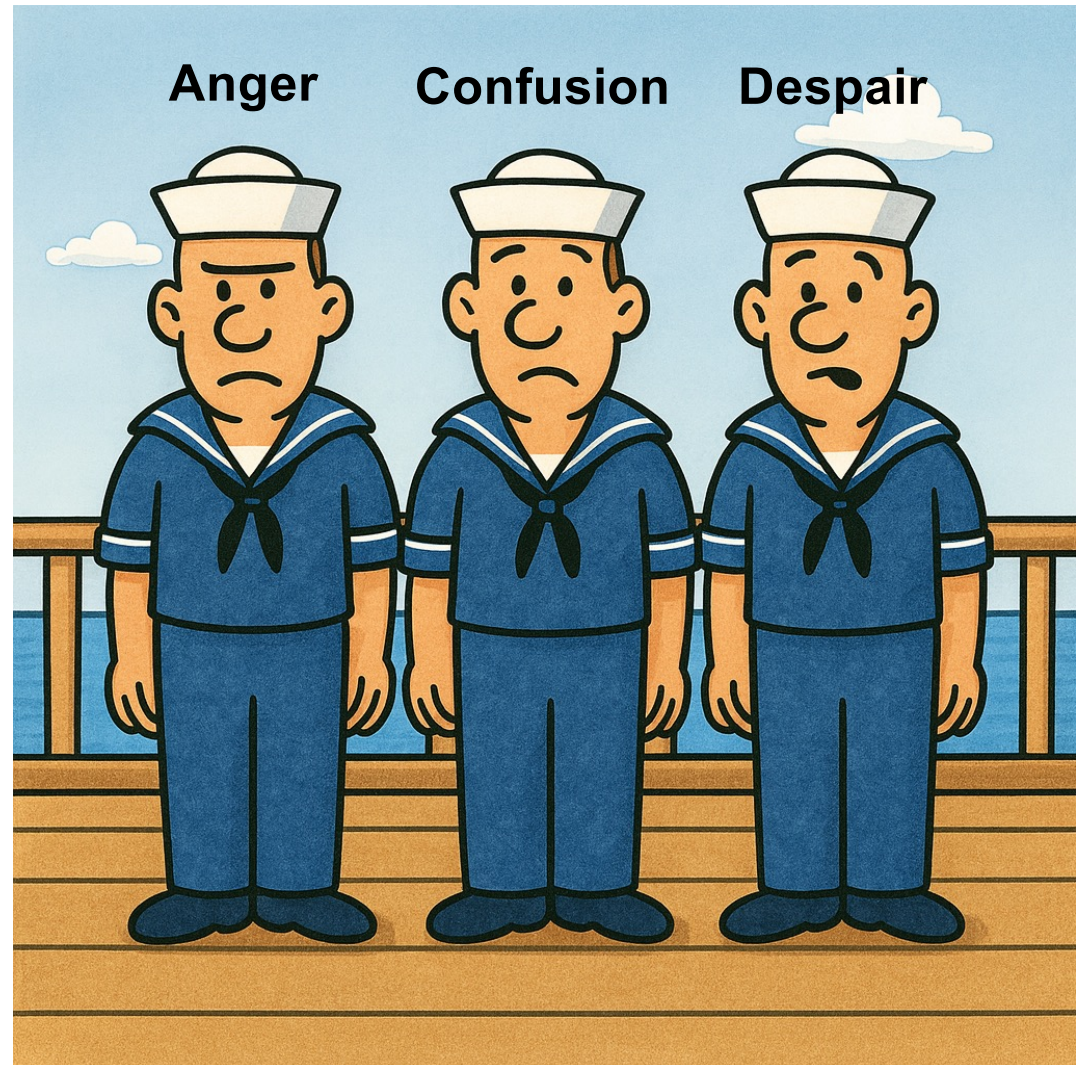
First, they get your
attention

We're having a
REORG!!



Then they get...

...and lots of 🙄🙄 rolling



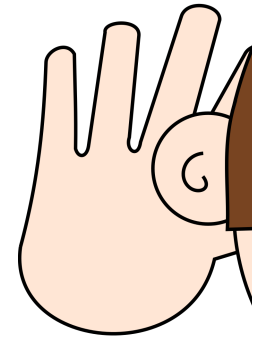
Then, they panic...



The **Wrong** Conversations ...



- Power Management Problem
 - Convoos start with “who reports to who”
 - HR Rules
- **Lead** with empathy
 - How are we going to find something for (*fill in the name*) to do?
- Focuses on “what we have to **do**...”
 - Activities



The (Negative) Impact



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- Doesn't resolve underlying problems
 - Quality, Quantity, Speed
- Same people end up doing the same things
 - Work moves with people, wherever they are ~~buried~~ placed in the org.

What's the problem?



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- Fixing the wrong things (if they “fix” anything at all)



....”why are we doing this?”

- If you don't have a reason, you design without reason





Why do we have organizations?



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To organize activities...

...to create **outcomes**.

The org, in parts...



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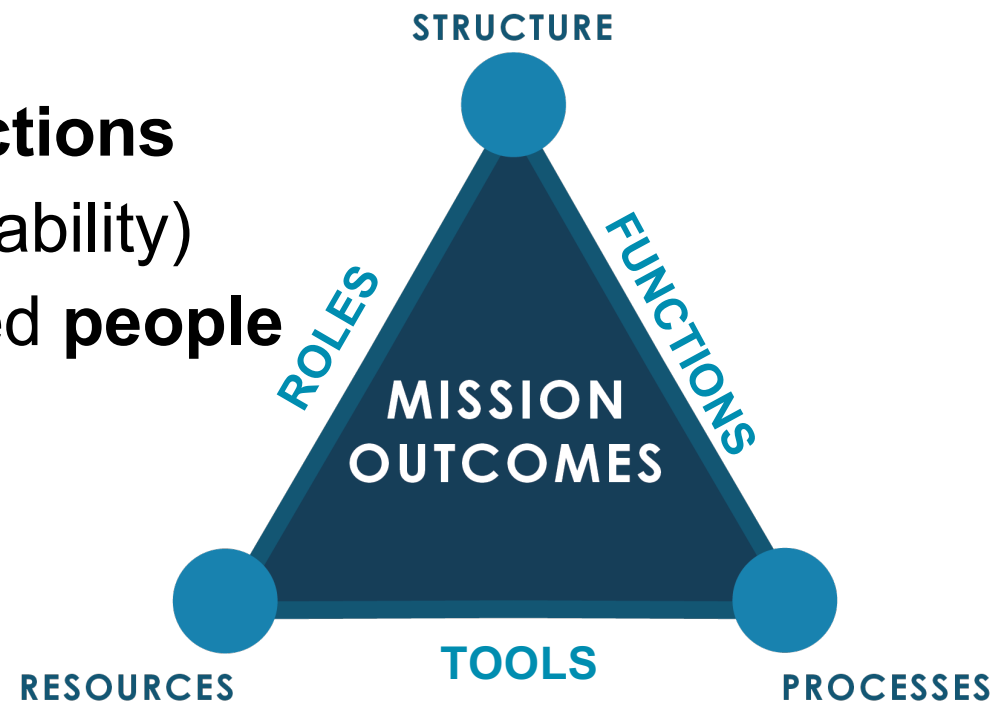


What's needed...



Outcomes-focused, “form” (org structure) that:

- Identifies **Outcomes**, and
- The work processes in **Functions**
- Structure by **Roles** (accountability)
- Staffed by the properly skilled **people**
- With the **Tools** to do work

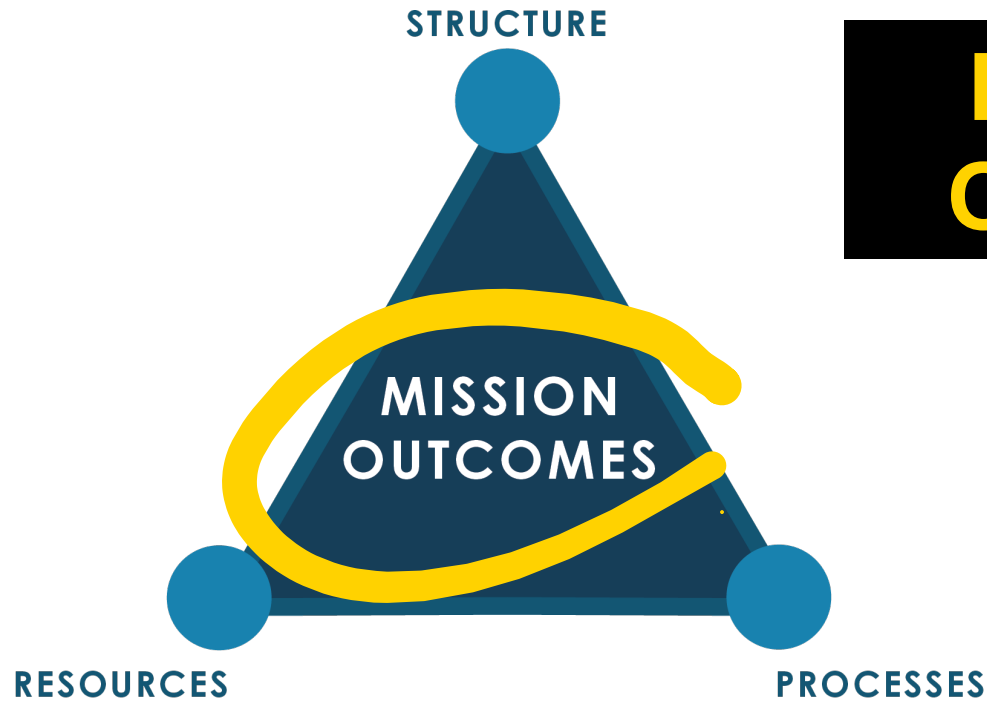




Where to Start?



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**Focus on
Outcomes**



Anchoring to “Why”

- Break the **mission** into its supporting outcomes (think of it as purpose)
- **Outcome** = *a state or condition that has become true or real.*



For example

Purpose:

Productive Management in the Public Service
Outcome 1

Services Contract Revenue

Outcome 2

Client Satisfaction. (Serve. Change. Empower.)

Outcome 3

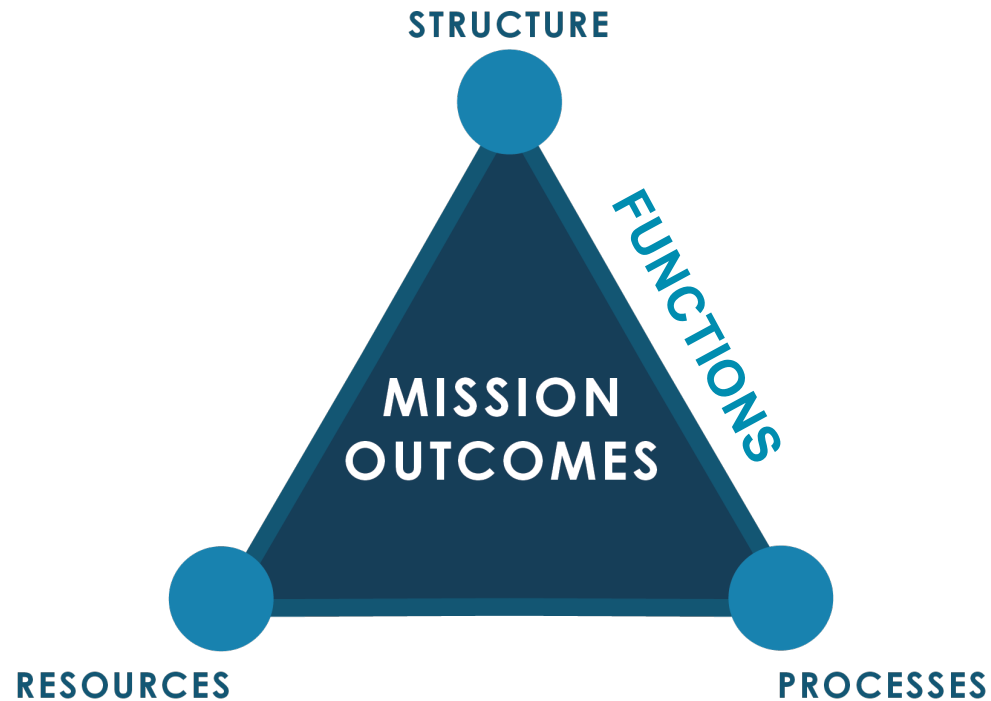
Team members mature/develop



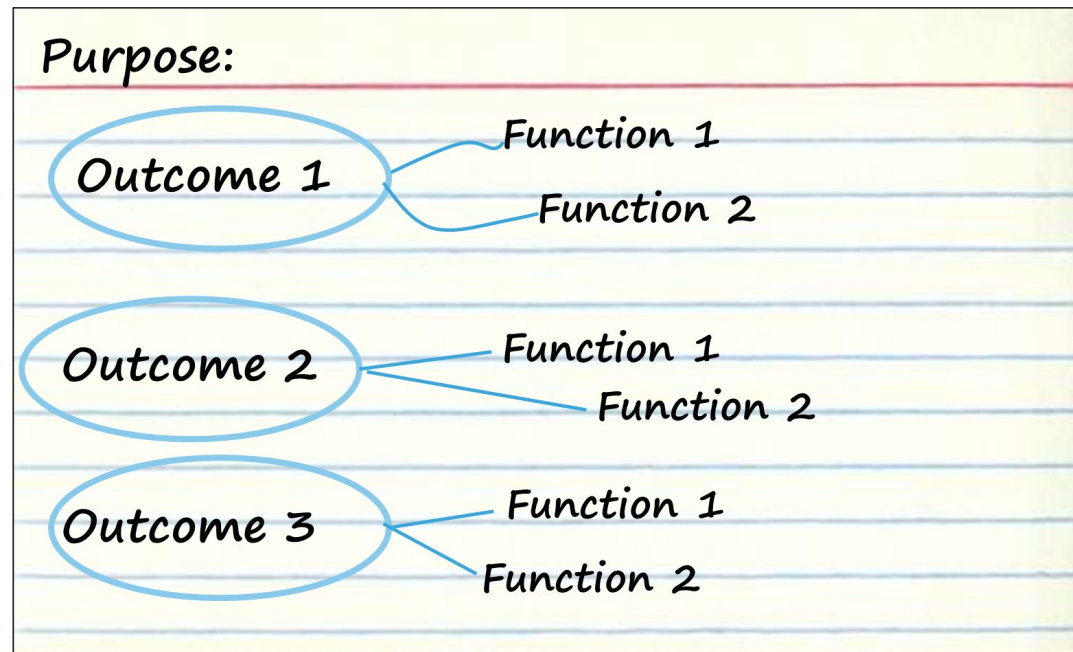
Process – Function



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Outcome to Function

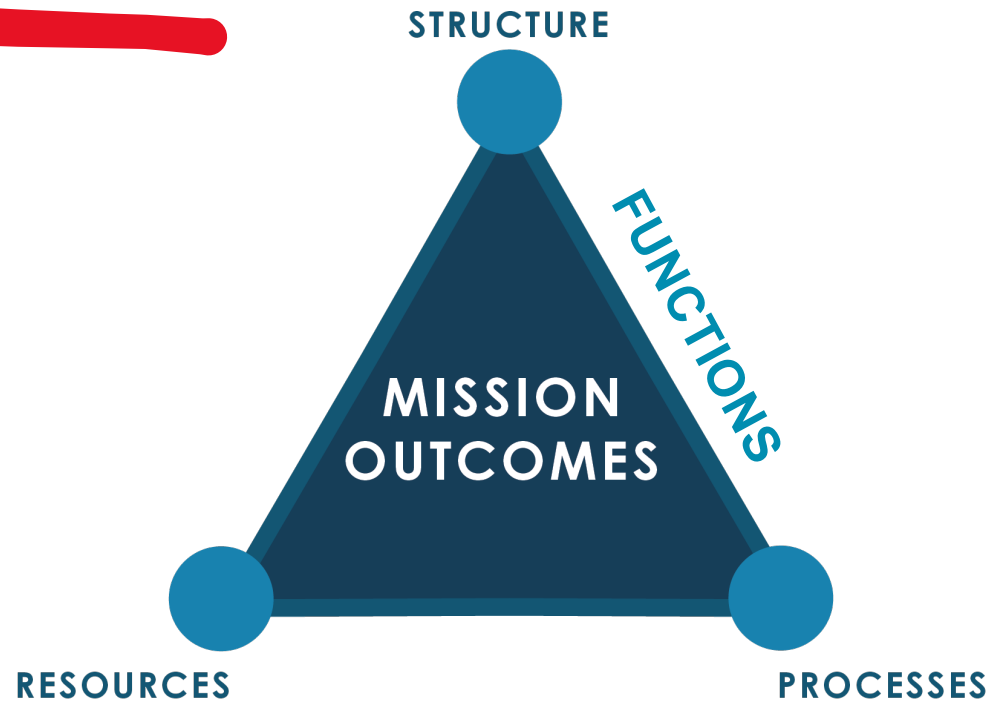


The Next Step...



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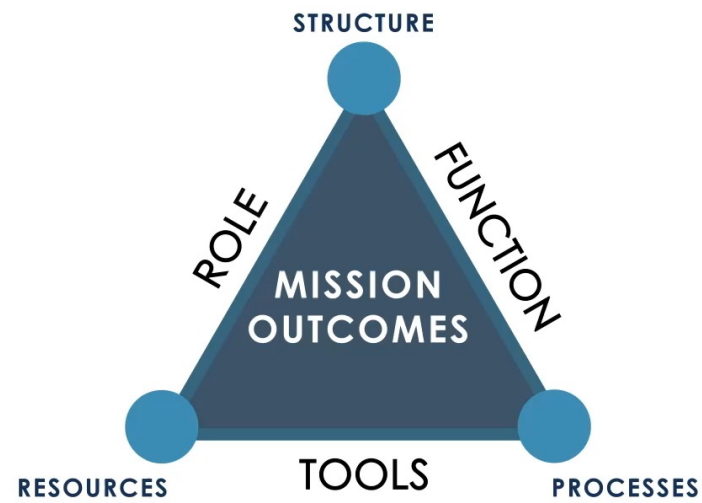
Form Follows Function



Mission => Outcomes => Functions



2026 Project Management Symposium 18



Mission => Outcomes => Functions => Roles





Defining Roles: Top Down

- Nest the Role-based Outcomes

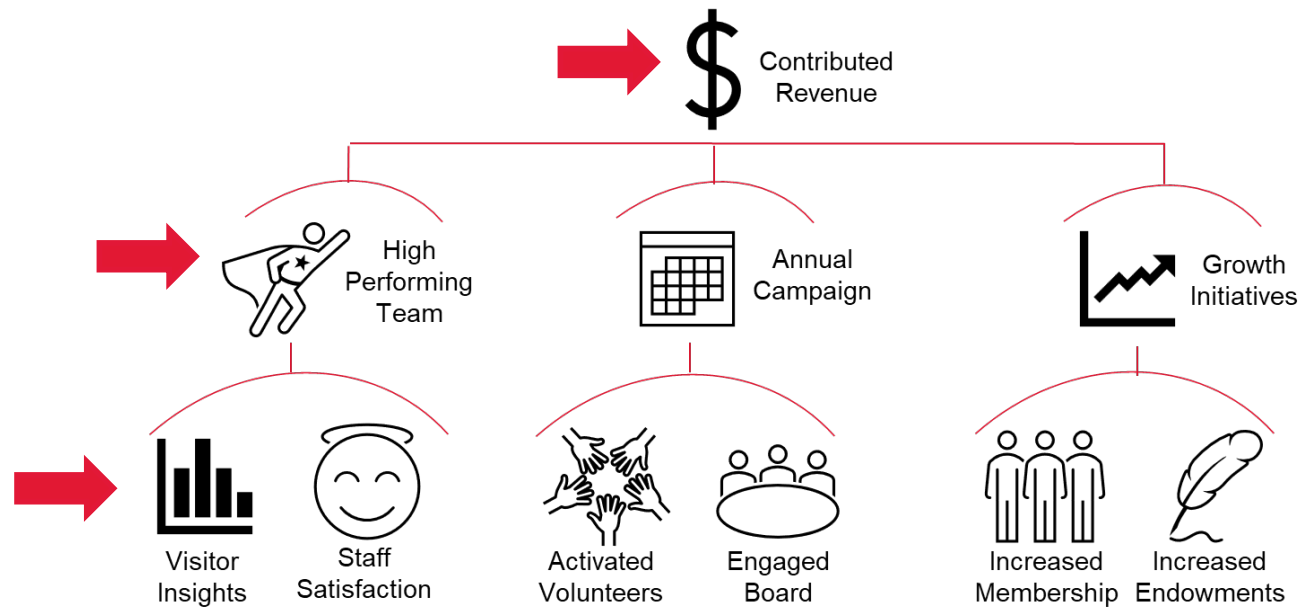
- Accountability is owned by one person who does the **work** for that *outcome*
- *The work that they are AUTHORIZED to do*

- Define the Work

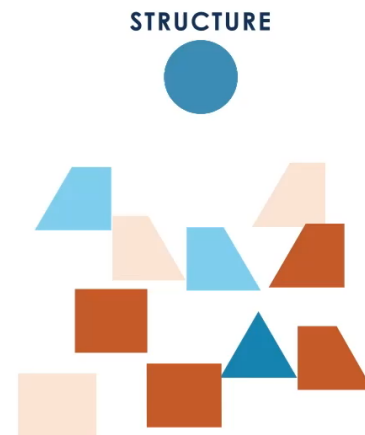
- Key Results Areas

- Related Work Results

- Work as *Decision-Making and Problem-Solving*



THE FUNCTIONAL ORGANIZATION



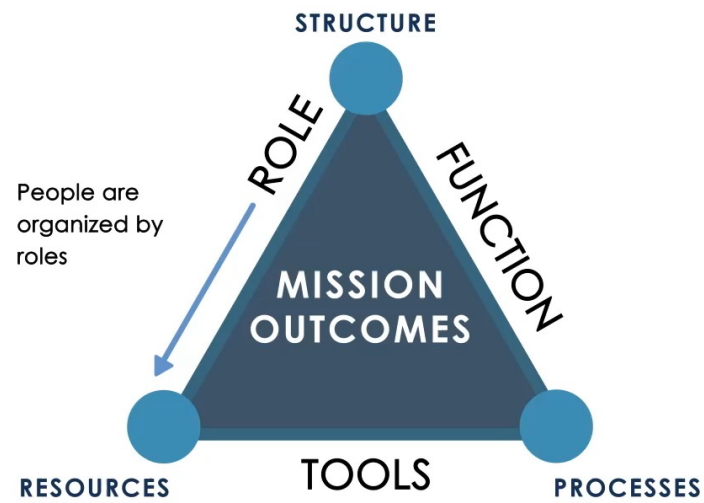
Roles are the building
blocks of the organization



People!



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Mission => Outcomes => Functions => Roles => Staffing



People



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**Implement with
Empathy**



RESOURCES

Capability and Capacity



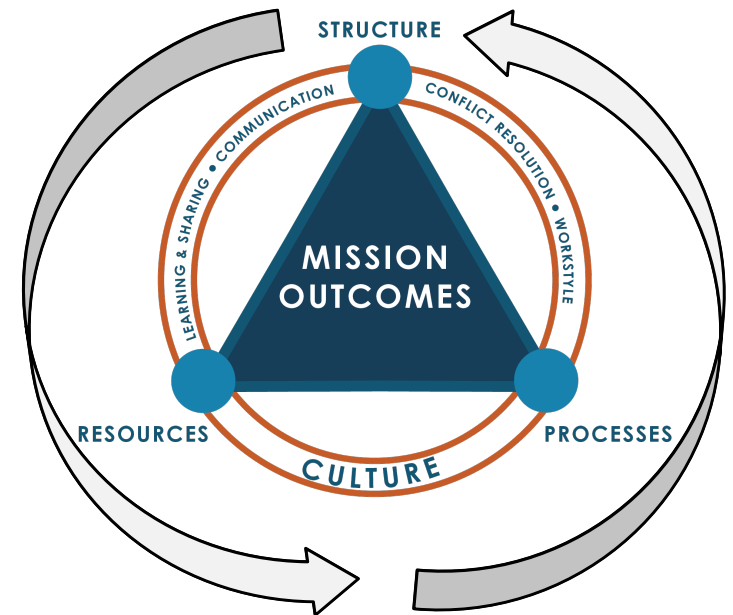
The Steps



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Identify and Define the:

1. **Mission** broken into **Outcomes**
2. **Processes** (rolled up into **Functions**)
3. **Roles** (that perform the functions)
4. **Structure** (of decision-making and accountability)
5. **Resources** (**People** and **Tools** for capacity & capability)
6. *Repeat and adjust*



The Reorg

With that last step of identifying people and tools we have:

A **structure**, with the **people** assigned to it based on authority to make **decisions** to do the work that will create the required **outcomes**.

*This is the **reorganization**.*



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A reorg done best..



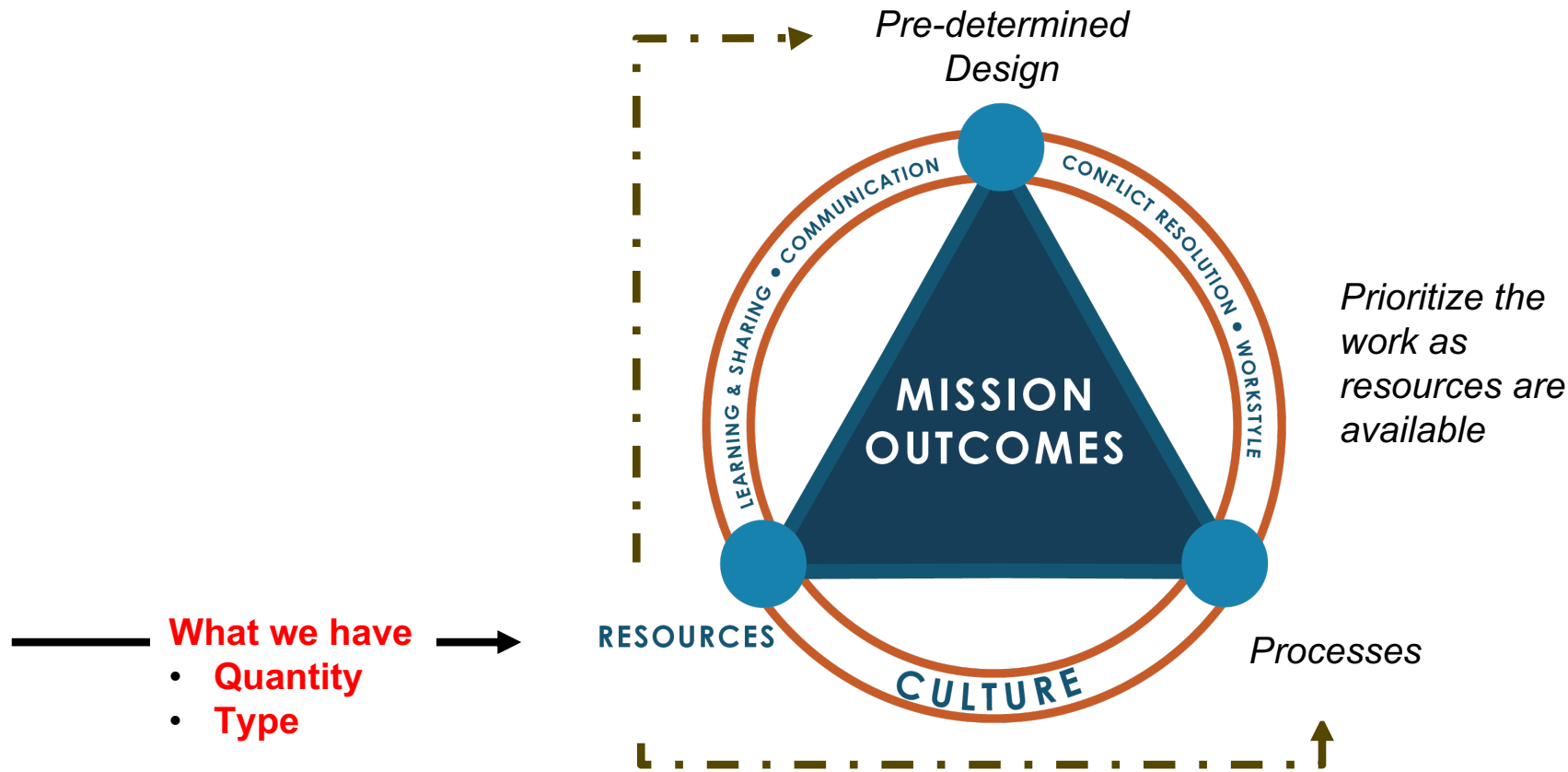
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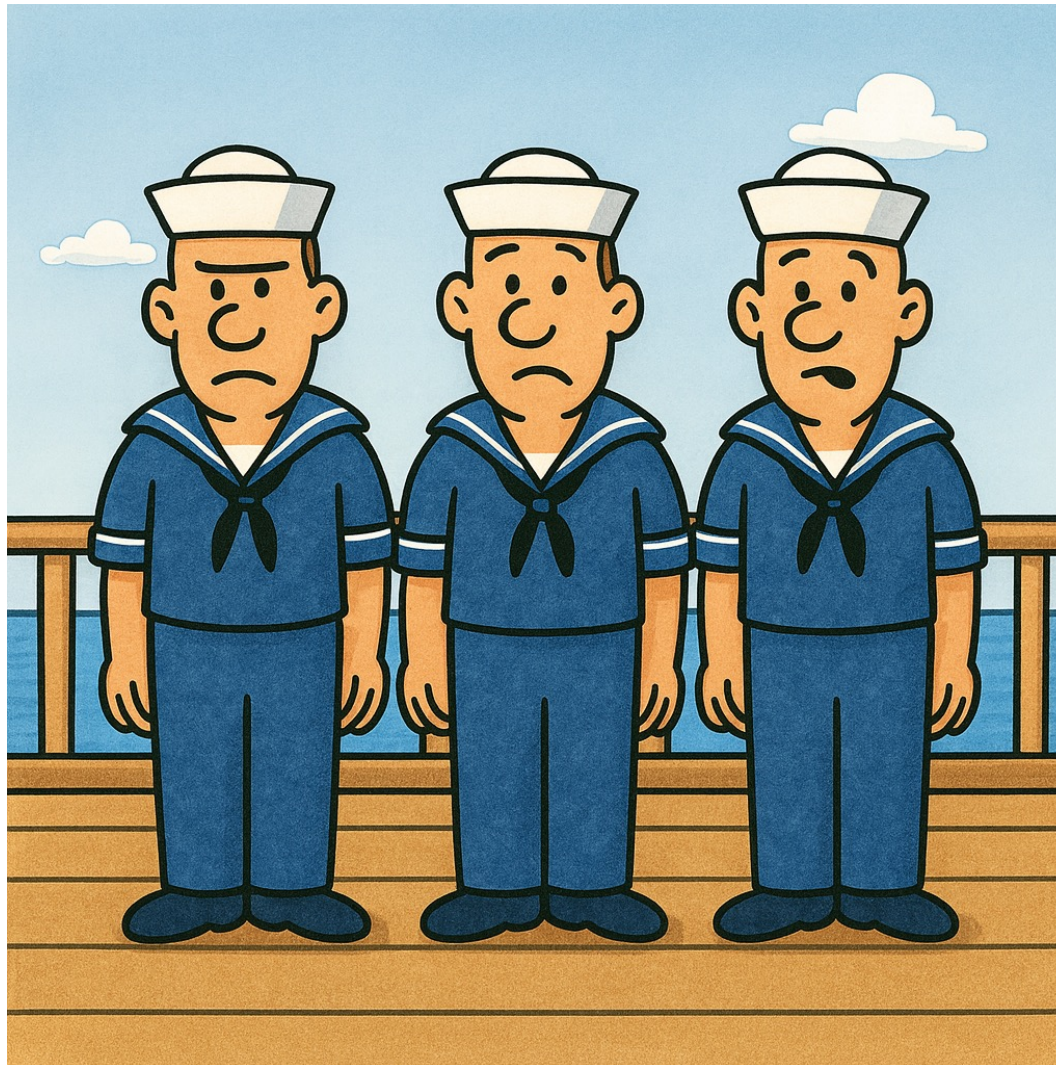
...is a reorg done last.

Sadly what often *really* happens?



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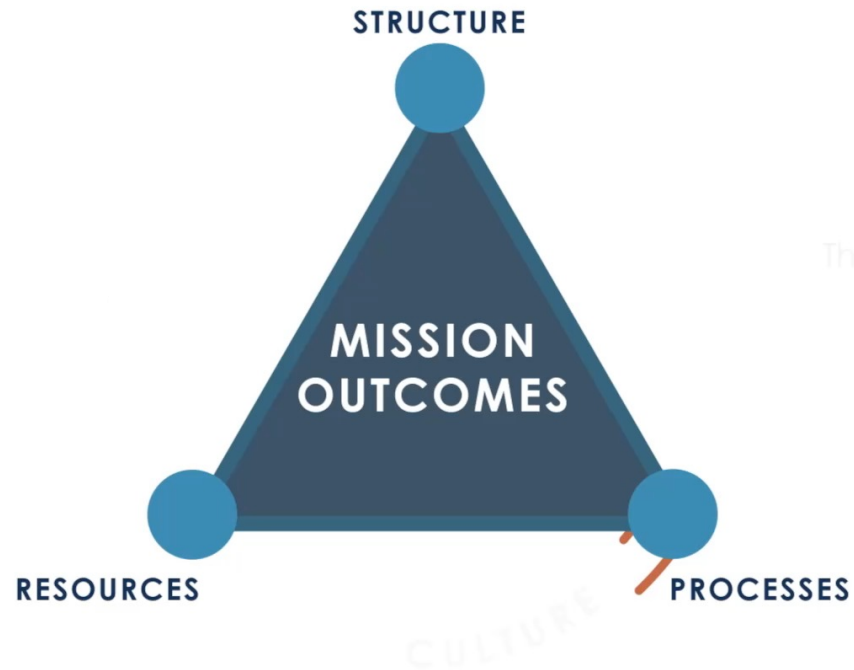




A note on Culture



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The quality and quantity of



An excursion into culture...



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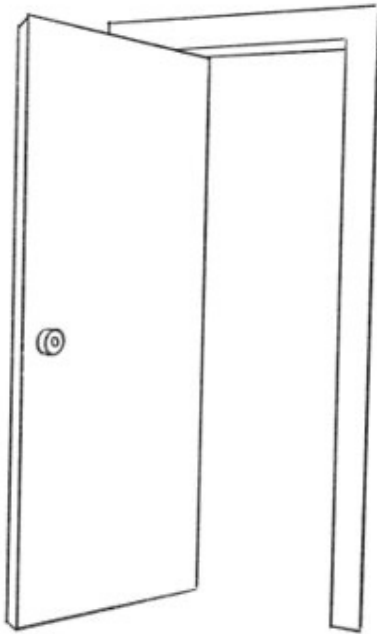
Culture elements shape how



Alert!!!: Change Management



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Reorganization may cause
change in what...

...we are accountable for (scope)

...we do (process redesign)

...tools we need (eg IT)

...new types of skills and capabilities we need
(hiring and training)



Takeaways for Reorganization



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- More than “who reports to who”
- Focus on Outcomes
- Form Follows Function
- **Implement** with Empathy
- Be ready to manage change





A good reorganization is less about reshuffling org charts...
...and more about **purposeful, mission-outcomes design.**

Make it worth your time.



Oh, I see I have some questions...



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- “How can 'Form Follow Function' if our job descriptions and grades are legally mandated by OPM or civil service rules?”

And another...



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- “If we are stuck with the same people doing the same things, how does this model actually fix anything?”

And another...



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- “Seems like it’s messy during the interim, during the change...if locking in the reorg is the 'Last Step', how do we survive the chaos while we are redesigning processes?”



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Questions & Evaluation

Evaluate Session:

QR CODE
UMD Staff to INSERT

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