

## Case Study

### **Organizational Development Triggers**

**Situation:**

Ford Motor Company wanted to merge two departments, Ford Finance and Ford Credit. Although this presented an opportunity to maximize efficiencies between Ford Finance and Ford Credit, the company was unsure how to establish the necessary performance goals and measurement after the merger.

**Objective:**

The challenge of this new organizational structure was to successfully integrate sometimes conflicting goals, objectives, and strategies into one sales and service delivery team.

**Solution:**

The solution to integrating the shared goals and measures-of-performance between two cultures in transition, was to develop an internal and external, customer-driven, planning and execution process.

**White Associates** created the sales and service process and metrics to assist integration through organizational, people, and process development decision making.

**White Associates** built the logical and analytical framework these decisions required for functional coordination, work organization, personal and organizational awareness, acceptance, and the commitment needed to effectively implement the new customer-driven, planning and execution process.



**White Associates'** program recommendations to Ford were driven by the philosophy:

*“When employees are given the opportunity to participate in setting joint goals, they set higher goals and work harder to achieve them.”*