

ORGANIZATION SAS – Cary, NC
DATE February 28 - March 28

CHALLENGE BACKGROUND

In January 2014, five divisions of SAS were reorganized under the leadership of one Senior Vice President. The divisions that merged were:

- Professional Services
- Tech Support
- Customer Loyalty
- Education
- Publications

Although the reorganization was smooth, there are still structural and strategic changes to implement in order to make the new division most effective and cohesive. Your role over the next month is to understand the new division, assess its current functions, and create recommendations for streamlining the functionality of the division.

THE CHALLENGE: REORGANIZATION

To accomplish this challenge over the next four (4) weeks, you will:

1. Self-select into five (5) teams, assigning each team a (former) division within SAS
2. Consult with your division contact(s) and complete a full analysis of its: structure, processes, changes from the division merger, and areas for continued development
3. Work collaboratively with other teams to create a picture of the new division
4. Develop a holistic strategy for improving the structure, efficiency, and collaboration between divisions
5. Recommend a strategy for SAS as it looks to unify the new division, and perhaps include a new name to unify the new division

All teams must range between 4-5 members. We recommend that you make your selections with the following considerations in mind:

- Balance of strengths
- Diversity of perspectives
- Broad range of areas of expertise

All teams must be selected by the evening of Monday, March 3 and reported to the BLF staff.

ABOUT SAS¹

SAS (pronounced "sass") once stood for "statistical analysis system," and began at North Carolina State University as a project to analyze agricultural research. As demand for such software grew, SAS was founded in 1976 to help all sorts of customers – from pharmaceutical companies and banks to academic and governmental entities.

SAS – both the software and company – thrived throughout the next few decades. Development of the software attained new heights in the industry by being able to run across all platforms, using the multivendor architecture for which it is known today. While the scope of the company spread across the globe, the encouraging and innovative corporate culture remained the same.

Some people see data as facts and figures. But it's more than that. It's the lifeblood of your business. It tells the history of your organization. And it's trying to tell you something.

SAS helps you make sense of the message.

¹ http://www.sas.com/en_us/company-information.html#executives

As the leader in business analytics software and services, SAS helps you transform your data into insights that give you a fresh perspective on your business. You can identify what's working. Fix what isn't. Discover new opportunities. That's what we help organizations do: turn large amounts of data into knowledge they can use. And we do it better than anyone.

LEARNING OUTCOMES

1. Understand the work of the SAS, a worldwide leader in the technology industry
2. Engage in the process of assessing an organization, forming a holistic picture of its functions, and creating strategies for improvement
3. Work collaboratively within a team of your peers to establish a strategy for further improving the reorganization of the SAS division
4. Compose and deliver a persuasive presentation that pitches your idea
5. Practice positive group behaviors: effective teamwork, follow-through, proactive communication, immediate and actionable feedback, etc.
6. Build relationships and networks with members of the SAS

PARAMETERS

1. Fellows must make all team selections by Noon on Monday, March 3 and report their selections to the BLF staff.
2. Each team of Fellows must consult with their division to understand the impact of the reorganization on their division's processes, personnel, collaboration, and overall efficiency.
3. The cohort must collaborate to create the final recommendations for division-wide strategic changes to address issues and inefficiencies uncovered.

PROJECT PROCESSES AND TIMELINE

This challenge will conclude with an immersive experience to North Carolina. Your cohort will complete a formal, final presentation to SAS representatives on Friday, March 28. For the remainder of the March 28 - March 29 weekend, you will engage in an immersive experience in North Carolina – traveling to other corporations, organizations, and alumni networking opportunities.

Throughout the duration of this challenge, please keep in mind the importance of implementing your leadership skills, your ability to:

- Communicate effectively with members of SAS
- Set tangible goals and standards for success
- Work quickly and efficiently
- Follow-through on your work
- Hold others accountable
- Articulate your work and findings in a comprehensive manner

RESOURCES

Name	Email	Phone
Professional Services Division	TBD by Week of 3/3/14	TBD by Week of 3/3/14
Education Division	TBD by Week of 3/3/14	TBD by Week of 3/3/14
Tech Support Division	TBD by Week of 3/3/14	TBD by Week of 3/3/14
Publications Division	TBD by Week of 3/3/14	TBD by Week of 3/3/14
Customer Loyalty Division	TBD by Week of 3/3/14	TBD by Week of 3/3/14