

HICD Forward

Turning reform ambition, modernization pressure, and future change into real operating capability.

CAPABILITY RESOURCE | INSTITUTIONAL PERFORMANCE | PARTNERSHIP BRIEF

For institutions, development partners, sector specialists, technical firms, and technology partners.

CORE PROPOSITION

HICD Forward strengthens the institutional conditions through which reform, modernization, and technical solutions must become changed work, measurable performance, and sustained value.

What HICD Forward Is

HICD Forward is a practical institutional performance method for organizations working through reform, modernization, organizational change, and technology enabled transformation. It begins with the result that must improve, not with a preferred intervention. It then examines the conditions producing current performance, supports the design of feasible changes, and builds learning into implementation.

The method connects performance and stakeholder value with workflow, decision rights, governance, incentives, capability, leadership behavior, measurement, feedback, and learning. Its purpose is to help institutions absorb change into the way people actually work, decide, coordinate, lead, and improve.

The Institutional Problem It Addresses

Many institutions are not short on activity. They are short on a clear line of sight between activity and performance. Strategies are approved, systems are launched, staff are trained, dashboards are built, committees are formed, and reports are submitted, while service, reliability, accountability, adoption, decision speed, or stakeholder value remain below expectations.

The missing link is often institutional. The proposed solution may be technically sound, yet the workflows, roles, authority, incentives, governance, capability, leadership routines, evidence systems, or learning practices required to make it work have not changed enough.

A launch is not adoption. Training is not capability. Reporting is not learning. A new system is not changed work.

Who It Helps

Public institutions and reform teams. Translate mandates, policy, reform plans, and modernization priorities into workable routines, clearer accountability, stronger capability, and measurable institutional performance.

Private enterprises and transformation teams. Connect restructuring, process change, digital modernization, and workforce adaptation to customer value, operating capability, adoption, and measurable results.

Donors and development partners. Strengthen the connection between funded activity, institutional outcomes, local ownership, implementation sustainability, and adaptive learning.

Sector, technical, data, and technology partners. Address the institutional conditions that determine whether a strong technical solution is adopted, governed, trusted, used, and sustained.

Strategic Distinction

HICD Forward does not replace sector expertise, policy design, engineering, finance, legal expertise, data systems, AI capability, monitoring and evaluation, or leadership authority. It complements them by working on the institutional performance layer where those forms of expertise must become operating reality.

PARTNERSHIP LOGIC

Technical specialists may define what should change. HICD Forward helps the institution create the conditions that allow that change to work in practice.

Methodology at a Glance

HICD Forward combines two connected structures. The Seven Performance Pillars define what the method examines. The Four Movements define how the work proceeds. Together, they create a disciplined pathway from performance clarity to diagnosis, practical intervention, and learning.



FROM AMBITION AND PRESSURE TO REAL OPERATING CAPABILITY

Turning reform ambition, modernization pressure, and future change into real operating capability.

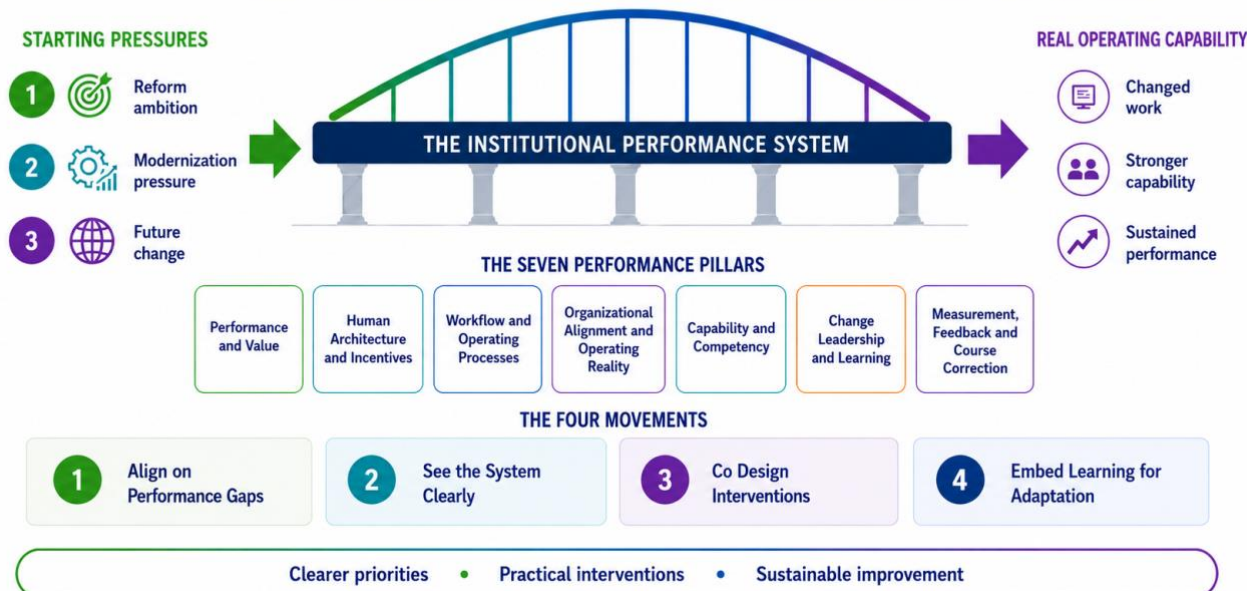


Figure 1. HICD Forward connects reform ambition, modernization pressure, and future change to changed work, stronger capability, and sustained performance.

Read the graphic from left to right. Institutions may be responding to reform ambition, modernization pressure, or future change, including digital systems, data, automation, and AI. HICD Forward strengthens the institutional performance system through which that change must become real work. The Seven Performance Pillars show what to examine. The Four Movements show how to proceed. Together, they connect clearer priorities to practical interventions, stronger capability, and sustainable improvement.

What Makes the Method Practical

Performance before activity. The engagement begins by defining the gap and value at stake, which prevents a preferred solution from becoming the diagnosis.

Evidence disciplined, not evidence heavy. Teams distinguish observation from assumption, name confidence honestly, and collect enough evidence to see the operating pattern without building a parallel bureaucracy.

Human centered and system aware. The method examines people in the context of workflow, authority, incentives, leadership, tools, data, and organizational reality.

Proportionate to the problem. The pillars are lenses, not seven separate assessments. Inquiry expands only when the evidence requires it.

METHOD OUTPUT

A strong HICD Forward engagement leaves the institution with a clear performance gap, an evidence based view of the conditions shaping performance, a feasible intervention package, and a practical review routine for learning and adaptation.

Ways HICD Forward Can Be Applied

HICD Forward can operate as a full institutional performance engagement or as a focused workstream inside a larger reform, sector, policy, technology, data, or implementation program. The application is selected from the performance need, not from a fixed service catalogue.

Institutional Performance Diagnostic Clarifies the gap between strategic intent and operating reality across workflow, governance, leadership, capability, evidence, and current performance conditions.	Performance Gap and Value Framing Defines current and required performance, stakeholder value, evidence status, scope boundaries, and the questions that should guide later diagnosis.
Reform and Modernization Readiness Review Examines whether the institution is ready to absorb a policy, reform, system, technology, or organizational change and where adoption or governance risks may sit.	Workflow Reality Mapping Shows how work actually moves across functions, roles, systems, handoffs, approvals, and decision points, revealing delay, duplication, rework, and informal workarounds.
Governance and Decision Rights Review Clarifies who owns decisions, data, escalation, oversight, risk, and performance follow through where change crosses organizational boundaries.	Capability and Adoption Planning Separates genuine skill gaps from system constraints and defines the roles, behaviors, supports, manager routines, and job based capability required for new work to hold.
Value and Performance Outcome Mapping Connects the performance gap to stakeholder value, improved experience, outcome signals, and the evidence leaders should actually review.	Learning and Adaptation System Creates feedback loops, review routines, evidence use, and adjustment mechanisms so implementation becomes a source of learning rather than a fixed plan.

Illustrative Entry Conditions

Reform implementation is fragmented. Different units interpret the reform differently, ownership is unclear, workflows do not support the intended change, and reporting does not produce coordinated action.

Technology or AI is technically live but institutionally weak. Users continue old processes, governance or data ownership is unclear, manager reinforcement is inconsistent, and adoption measures do not yet show performance value.

Performance is below expectations and the cause is disputed. Leaders see the gap, but functions explain it differently, familiar interventions have not held, and more reporting has not improved decisions.

A technically credible solution must be implemented across functions. The challenge is no longer solution design alone. The institution must align workflow, authority, capability, governance, leadership, evidence, and implementation ownership.

Typical Work Products

Depending on scope, HICD Forward can produce performance gap statements, evidence matrices, workflow and process maps, constraints and root cause syntheses, governance and decision rights maps, capability plans, intervention portfolios, reform roadmaps, adoption plans, performance signals, leadership review routines, learning agendas, decision records, and course correction logs.

APPLICATION PRINCIPLE

Bring the performance challenge, not a preselected solution. The method determines what needs attention only after the performance gap and operating conditions are clear.

The Experience Behind the Method

HICD Forward is not a framework developed first and then applied to practice. It grew from repeated patterns observed across more than three decades of organizational development, performance improvement, Human and Institutional Capacity Development, public sector reform, utility and infrastructure transformation, human capital modernization, governance, process improvement, change leadership, and adaptive learning.

The practice base spans public institutions, national authorities, utilities, regulators, development partner programs, professional services, insurance and financial services, health administration, and multinational enterprises across Asia, Africa, the Middle East and North Africa, Eastern Europe, South America, Europe, and the United States. The environments differ, but the performance lessons have been remarkably consistent.

What Repeated Practice Taught

Performance improves when work changes, not when activity increases

Enterprise process improvement at Nationwide Insurance & Financial Services included more than twenty improvement initiatives and more than 50 million dollars in expense savings. The lesson was not that one process tool creates performance. It was that measurable results become possible when teams examine how work actually moves, where decisions stall, where handoffs fail, and which operating conditions must change. This experience sits directly behind the Workflow and Operating Processes pillar and the movement to See the system clearly.

Capability is more than training

At FiservHealth, enterprise change leadership reached about 600 managers, directors, and executives, while competency architecture, onboarding, job families, performance management, and a learning center of excellence were developed together. Performance management use increased by about 40 percent and internal promotion of high potential employees increased by about 15 percent. The practical lesson was that learning creates value only when expectations, systems, manager routines, opportunity, and job conditions support application. That logic became central to Capability and Competency and Human Architecture and Incentives.

Large change succeeds through alignment across the operating system

Multinational integration work at MolsonCoors involved nine breweries and more than 6,000 employees across several countries, with structure, culture, capability, leadership, and operating performance changing at the same time. The work included 3.1 million dollars in operating cost reduction. The deeper lesson was that structural change alone does not create a new operating reality. The organization has to align roles, decisions, routines, capability, leadership signals, and incentives around the intended performance.

Institutional problems often live in the seams between functions

Public utility and infrastructure reform repeatedly showed that engineering, finance, procurement, operations, human resources, information technology, legal, environmental, and executive functions may each hold part of the solution while no single function can make reform work alone. Current enterprise reform work with WAPDA reinforces this point across planning, design, data, finance, procurement, construction oversight, dam safety, powerhouse operations, human resources, information technology, research, and cross functional coordination. This experience strongly shaped the emphasis on operating reality, decision rights, workflow, and system level diagnosis.

Operating tools matter when they translate reform into daily practice

Institutional governance reform with Egypt's New and Renewable Energy Authority combined organizational analysis with functional structures, job descriptions, competency models, performance measures, more than twenty standardized operating procedures, and RACI accountability matrices. The lesson was that a diagnostic has limited value until it becomes usable operating architecture. This experience informs Co design interventions and the insistence that recommendations must be feasible, owned, and translated into work.

Learning has to be designed into implementation

USAID supported work in Pakistan, Colombia, Tunisia, and Uganda repeatedly connected performance data, learning agendas, leadership routines, organizational health reviews, and adaptive management to decisions. In Colombia, a Learning Mission Order created a more coherent performance linked learning governance system. In Uganda, leadership advisory clinics and organizational health reviews linked diagnosis to action and review. These experiences directly informed Change Leadership and Learning and Measurement, Feedback and Course Correction.

THE CENTRAL LESSON

Across sectors and regions, the same pattern kept appearing: effort without performance, training without capability, systems without changed work, governance without decisions, and reports without learning. HICD Forward was built to make those distinctions explicit.

From Experience to a Transferable Partnership Method

The experience behind HICD Forward is important because it demonstrates more than sector familiarity. It shows repeated work at the point where strategy, technical expertise, workflow, people, governance, leadership, evidence, and implementation must connect. The method turns those lessons into a transferable approach that other specialists and client teams can use without depending on a single project model.

What That Experience Enables HICD Forward to Bring to a Partnership

Working across technical and institutional systems. Experience with the government of Afghanistan's national electric utility, Da Afghanistan Breshna Sherkat (DABS), brought finance, human resources, information technology, commercial systems, training, governance, and workforce capability into the same reform environment. It reinforced HICD Forward's ability to work where technical modernization and institutional performance have to be designed together, and where capability development must be connected to real operating systems and performance needs.

Connecting enterprise change to workforce performance. Experience with Ukraine's Naftogaz connected organizational restructuring, workforce planning, leadership competencies, and performance management across an enterprise serving more than 30,000 employees. It strengthened the method's ability to connect enterprise level change with functional and individual performance rather than treating structure, leadership, workforce systems, and performance management as separate interventions.

Working in politically and institutionally complex settings. Experience with ministries of finance, regulators, anti corruption institutions, and economic governance bodies in Jordan, South Sudan, Bangladesh, the Philippines, Egypt, and other settings reinforced the need to test technically sound reforms against mandate, authority, political and organizational feasibility, leadership behavior, capability, and counterpart ownership. HICD Forward brings that operating reality into diagnosis and intervention design rather than treating institutional context as a secondary consideration.

Designing for sustainability beyond external support. Experience with water, energy, and development institutions repeatedly required capability transfer, internal learning systems, competency frameworks, knowledge sharing, and implementation routines that could continue after external support ended. This became a core HICD Forward test: can the institution continue performing, learning, and improving when the consultant, project, donor, or original reform team is no longer present?

Partnership Model

HICD Forward is designed to sit beside sector, policy, engineering, finance, legal, digital, data, AI, and implementation partners. Specialists can define the technical answer. HICD Forward focuses on the institutional conditions required for that answer to become usable, governable, measurable, and sustainable.

Before design Clarify the performance gap, stakeholder value, readiness, evidence, and institutional constraints so specialist work begins against a shared performance problem.	During design Test the proposed solution against real workflow, decision rights, governance, incentives, capability, leadership behavior, data, and the institution's capacity to absorb change.
During implementation Strengthen ownership, role clarity, adoption, capability, manager reinforcement, performance signals, and review routines so the solution becomes part of real work.	After launch Examine whether use is changing performance, identify barriers, connect evidence to decisions, and build course correction into ongoing implementation.

Designed for collaborative delivery. HICD Forward can be led directly, embedded within multidisciplinary partner teams, or transferred to client and practitioner teams through structured tools, facilitation routines, and method guidance. The method is designed to scale beyond dependence on a single practitioner.

Ways to Collaborate

Integrated institutional performance workstream. Embed HICD Forward inside a larger sector, reform, policy, digital, data, or AI engagement.

Focused diagnostic or readiness review. Use the method early to clarify performance, operating constraints, adoption risk, and implementation priorities before technical effort accelerates.

Adoption and operating capability support. Pair HICD Forward with system, platform, process, or technology deployment to connect the solution to workflow, governance, users, leaders, capability, evidence, and value.

Implementation review and course correction. Use HICD Forward when a reform or technical solution is active but performance, ownership, adoption, or coordination is weaker than expected.

Practitioner enablement and method transfer. Build the capability of partner or client teams to use the method, diagnostic questions, tools, facilitation routines, and learning practices consistently.

Consortium and proposal partnership. Use HICD Forward as the institutional performance layer within multidisciplinary bids where technical credibility must be connected to adoption, institutional capability, and sustainability.

DISCOVERY CONVERSATION

Start with the institutional performance challenge. A short conversation can determine whether HICD Forward adds value as a focused diagnostic, an integrated workstream, an implementation support method, or a partnership layer within a larger technical engagement.

www.hicdforward.com | lee.a.mazanec@gmail.com

Source basis: HICD Forward White Paper, Executive Overview, Seven Performance Pillars, Four Movements, HICD Forward qualification architecture, seven pillar qualification module, four movement delivery proof module, internal evidence matrix, bid qualifications module, lead practitioner biography, and 2026 professional experience sources.