How to Get Breakthrough Thinking In Organization Design

Webinar
AlignOrg Solutions: What We Do?

A client-focused firm specializing in...

Strategy and Marketplace Differentiation

Diagnosis and Assessment

Organization Design

Change Leadership

Leadership Alignment

To drive differentiation through alignment

Work Breakdown

- Capability Building 20%
- Enabling our clients to differentiate in the market and achieve desired results
- Projects 80%

Building professionals’ ability to impact change
The Organization Design Challenge

We can't solve problems by using the same kind of thinking we used when we created them.
• If the work doesn’t change, the results won’t change (MTC p. 22).

• Differentiating activities deliver competitive differentiation (MTC p. 22)

• The ability to compete lies in the activities you choose to do and how you choose to resource them (MTC p. 23)

• Strategy drives work, and work drives structure (MTC. p. 25).
Keys to Breakthrough Design

- Facilitating mindset shifts
- Adopting frame-changing models
- Employing insight-producing leadership practices
Facilitating Mindset Shifts
Designing from the Outside In – Connecting Choices to Strategy

**Strategy**

Why will we be chosen over our competitors?

**Capabilities**

What work (capabilities) drives differentiation (the reason we are chosen)?

**Choices**

We offer the broadest diagnostic portfolio

World-class M&A Capability

Aligned or Misaligned?

Decentralized legal team
### Work Redesign: Start with the End In Mind

#### 7. Map the Roles

- **Level 3 Execs**
  - Sales Planning
  - SRM outline, decisions, and preparation
  - Sales Review Meeting
  - Sales Plan Communication
  - Compare results to expectations
  - Summarize "Areas of Concern & Areas to Monitor"

#### 2. Design the Value Points

- Activities:
  1. Identify key events and actions (30 days – remind; 90 days – confirm; 180 days – adjust & look)

#### 3. Design the Activities

- Activities:
  1. Present Sales & EBIT performance
  2. Present 6 month recommendations
  3. Approve trade-off decisions for misalignments (CCO has the 'D')
  4. Approve tactical Sales Plan (CCO has the 'D')
  5. If PGT implications exist, send to PGT for expedited slotting.
  6. Update the tactical Sales Plan 30-90-180 day calendar.

#### 4. Design the Tasks

- Tools or Technologies required:
  1. Decision capture (w/ eSignatures, similar to QBR)

#### 5. Design the Key Decision Points

- Activities:
  1. Develop L4/L5 hard handoff of plan
  2. Evaluate Functional Area
  3. Adjust program status list (Start, Stop, Change)
  4. Update forecast (30-90-180) and cascade to appropriate levels
  5. Begin to execute changes

#### 6. Design the Tools and Technologies

- Tools or Technologies required:
  1. Meeting: Sales Planning hard handoff between L4 & L5
  2. Capture & store events & impacts and draw on for next year

---

**Inputs**
- Trade-off recommendations
- Business case

**Outputs**
- Sales plans communicated and results analyzed

---

**Outputs**
- Sales planning

---

**Work Redesign**

- Start with the End In Mind

---

**Steps**

1. Identify the outputs...
2. Design the Value Points
3. Design the Activities
4. Design the Tasks
5. Design the Key Decision Points
6. Design the Tools and Technologies
7. Map the Roles

---

**Tools or Technologies required**

- Portfolio management tool
- Dynamic Sales Planning Tool
Adopting Frame-changing Models
Business Model Overlay
When the “logic” of one business model is used as the “logic” for another business model. A Business Model Overlay assists in finding Business Model innovations.
Framework: Business Model Overlay

Practice using the logic of one business model on another.

1. Pick an industry and a business model and identify the prevailing business model of that industry (standardization, ubiquitous locations, good taste, etc.).

2. Pick any other industry or service

3. Overlay the logic of the first industry on the second.
Employing insight-producing leadership practices
What we can **see**, **hear**, and **experience** will give insights that can’t be relayed through other means (like reports or presentations)
Cross-Pollination
Getting Inside the Prevailing Logic

What is your team’s solution?

What results is this solution expected to drive?

What is the logic behind your team’s assumptions?

Team -> Change Opportunity/Issue -> Leader

Understand Your Team’s Assumptions & Data
Example: Assumptive Base Questioning

What do you think will lead to the desired outcomes?

A + B = C

If...

A + B = C

...Then what would you think?
1. Reflect on how your organization design efforts:
   - How well are you encouraging breakthrough thinking?
   - What frameworks do you have that will help leaders think differently about business challenges?

2. How can you adopt and help your peers adopt the leadership practices that will encourage and facilitate new ways of thinking?
Thank you! Questions?

Our newest executive guide:

*Keys to Winning the Digital Transformation Game*
*A Guide for the C-Suite Executive*

Watch your email for the link to this practical guide that can help you navigate your digital transformation.
Reed Deshler, is an organization catalyst. He works with executive teams and human resources teams to define winning strategies, align organization and business models for success and mobilize employees and stakeholders in the desired direction. A change leader, organization design expert and principal of the management consultancy AlignOrg Solutions, Reed brings multi-dimensional business models to life for Fortune 500 companies, middle-market businesses and non-profits so they can align strategy with operational reality.

Reed is coauthor of *Mastering the Cube: Overcoming Stumbling Blocks and Building an Organization that Works*, a guidebook that Clayton M. Christensen, professor at the Harvard Business School calls, “a great step-by-step manual on defining and changing the design of your company.”

Reed has guided numerous Fortune 500 companies — including Tyco, 3M, Abbott Laboratories, Hertz, Cummins, Cisco, and USAA — through change successfully. When companies are looking to propel growth through organizational transformation they call on Reed and his team.

Connect with Reed

https://www.linkedin.com/in/reed-deshler-a5334a

https://twitter.com/reeddeshler