



You Have a New Structure, Now What?

Webinar

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A client-focused firm specializing in...

Strategy and Marketplace Differentiation

Diagnosis and Assessment

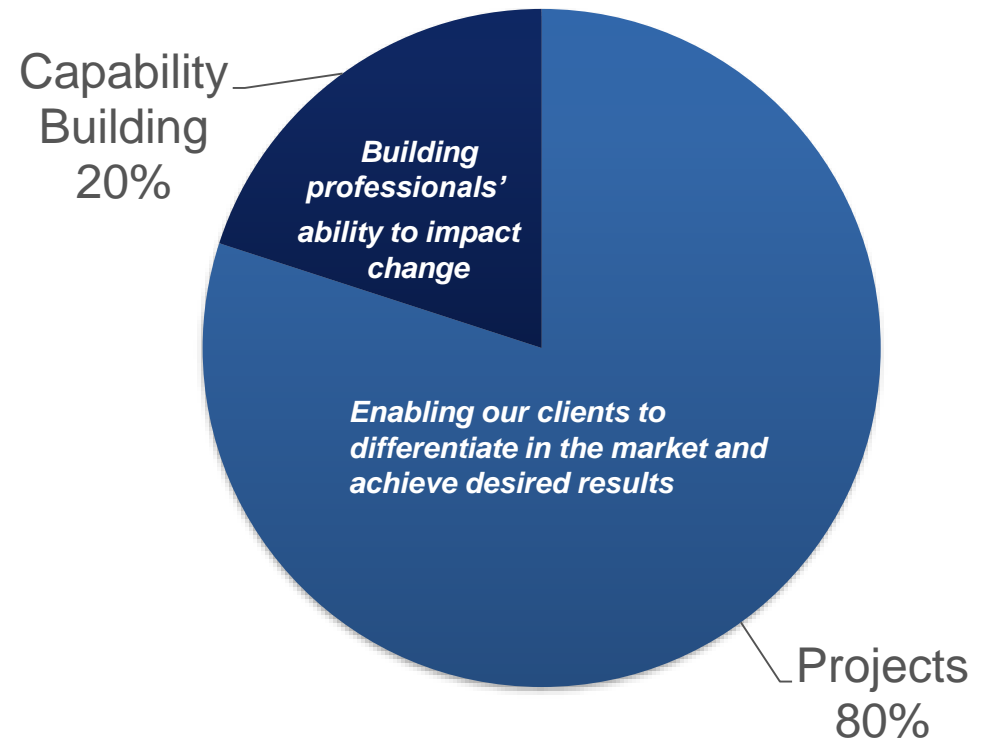
Organization Design

Change Leadership

Leadership Alignment

To drive differentiation through alignment

Work Breakdown



10 Benefits of an Aligned Organization

1. Increased speed in decision making
2. Better employee engagement
3. Less wasted resources
4. Improved self-governance
5. Less customer confusion
6. Increased leadership credibility and respect
7. Greater resource visibility
8. Optimize talents and skills
9. Safe risk taking
10. A dynamic culture

Read the complete article: <https://alignorg.com/10-benefits-of-an-aligned-organization/>

Keys to Realize the Benefits of Your New Structure

- **Connecting structure to work and people**
- **Inserting the ‘connective tissue’ that will help things get done**
- **Removing other misalignments that will undermine performance**
- **Preparing for the transformation journey**

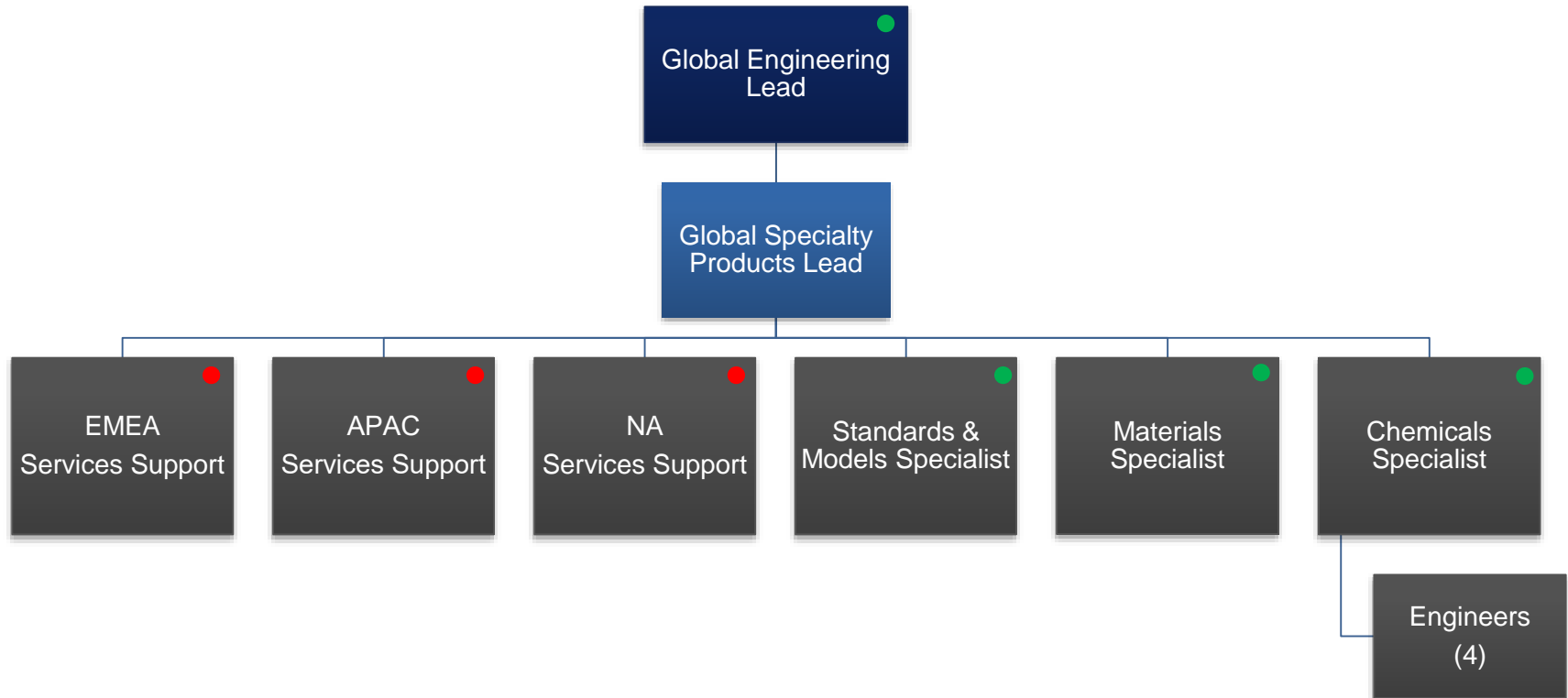


KEY #1: Connecting structure to work and people

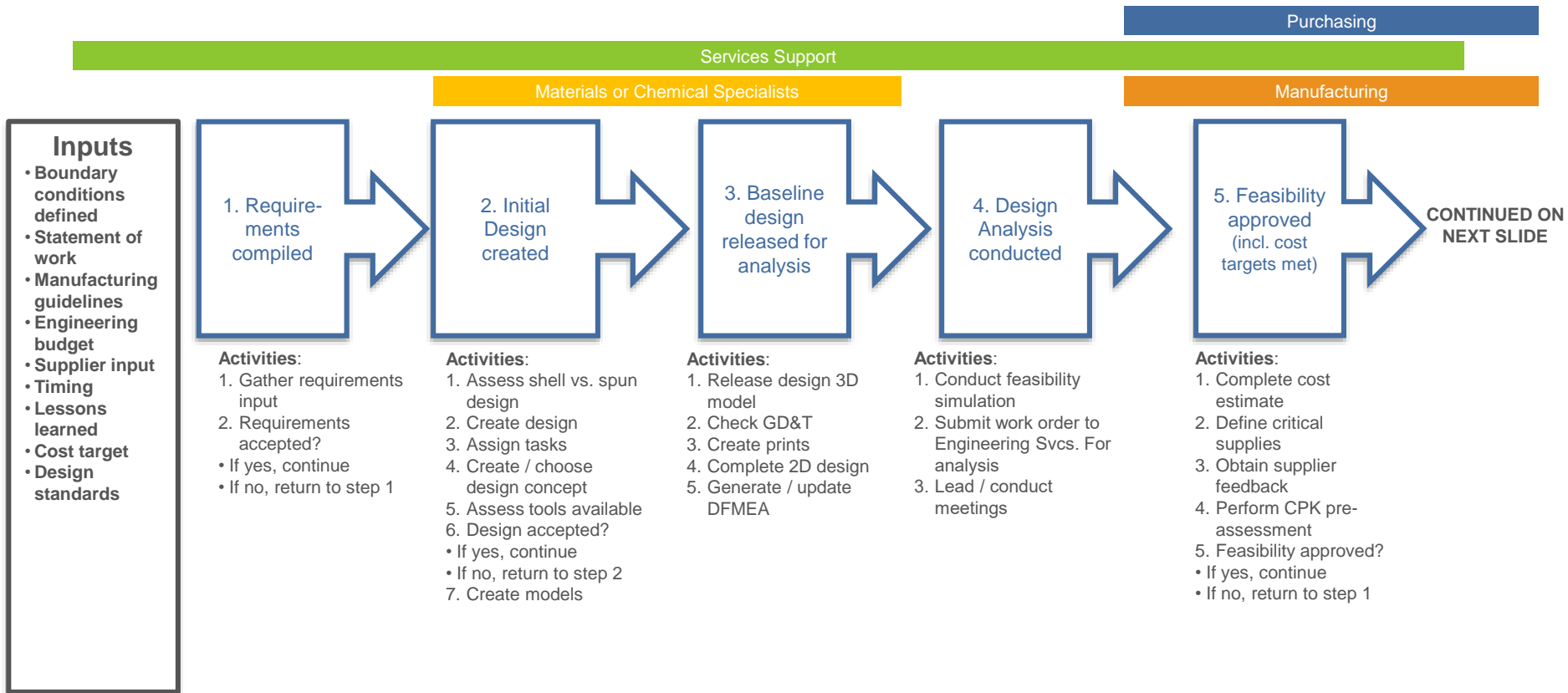


Key:
● New Role
● Changed Role (>50%)

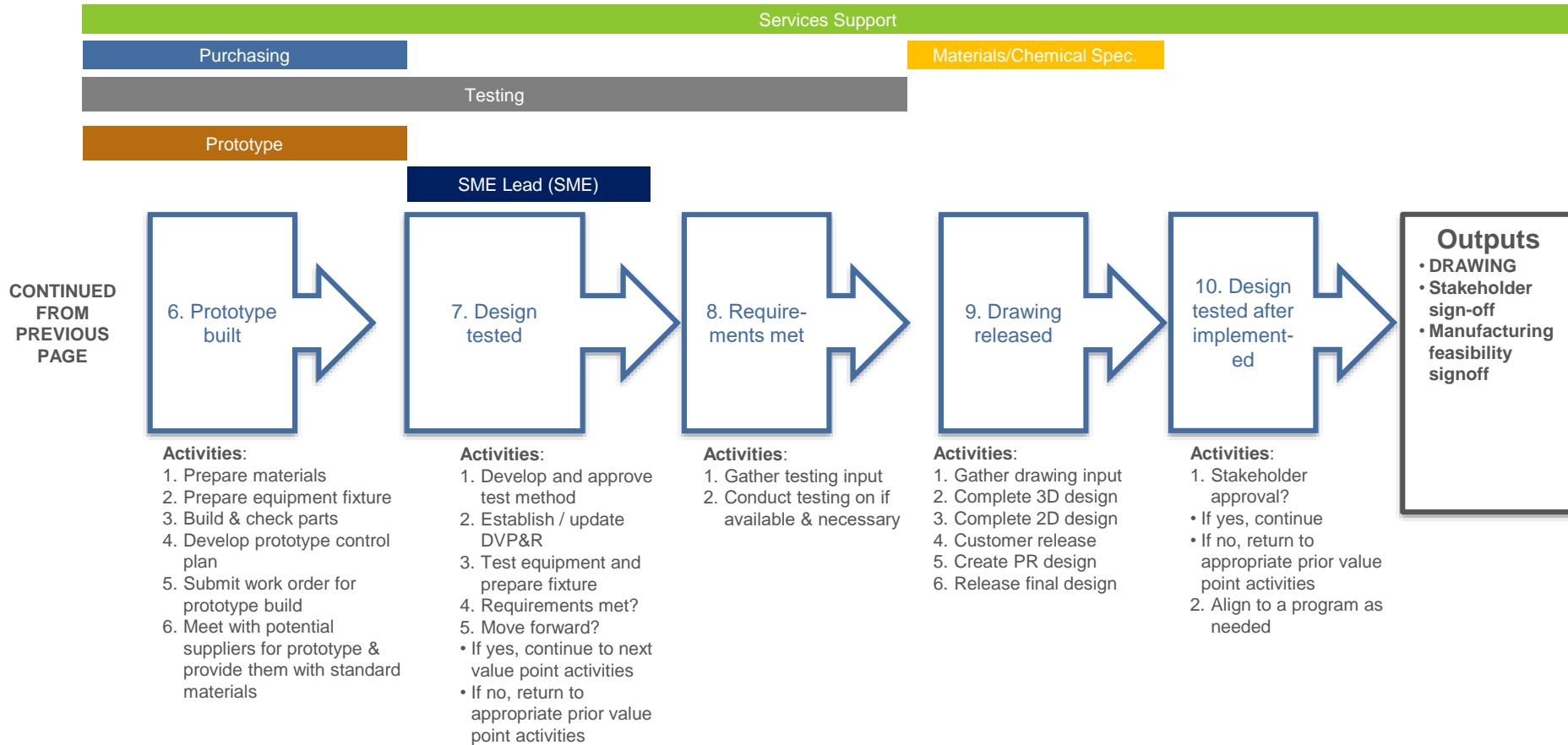
Organization Chart – Engineering



Value Point Map – Design Development (1 of 2)



Value Point Map – Design Development (2 of 2)



Design Development New Product – Decision Rights

Roles:

Decision / Responsibility:

	Customer	Chemical/ Materials Specialist	Services Support	Standards & Models Specialist
Requirements accepted?	D		R	
Budget accepted?			R, D	
Feasibility approved?		C	R, D	
Requirements met?	E	C	R	
Go/No-go decision?	I		D	E
Stakeholder approval?		E	R, D	E

C = Consult with

I = Inform

D = Decide

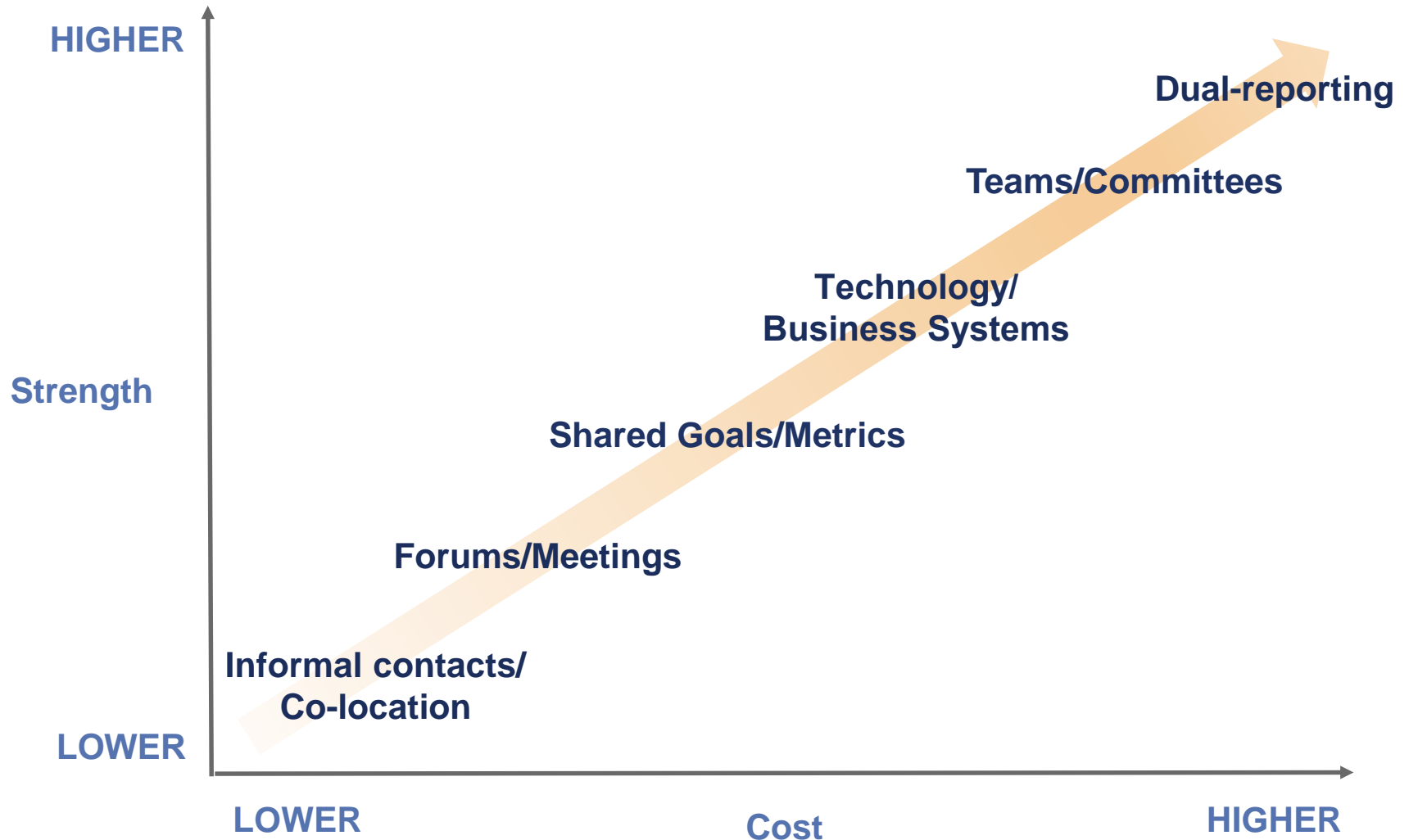
E = Endorse

R = Responsible

KEY #2: Inserting the
'connective tissue' that
will help things get
done



Linkages Facilitate Connections



Identifying Where Linkages are Needed

		Giving Group					
		Group A	Group B	Group C	Group D	Group E	Group F
Receiving Group	Group A						
	Group B						
	Group C						
	Group D						
	Group E						
	Group F						

Structure Alone Doesn't Get Things Done

Where are the interdependencies?

Executive Management

IT Organization

IT Management

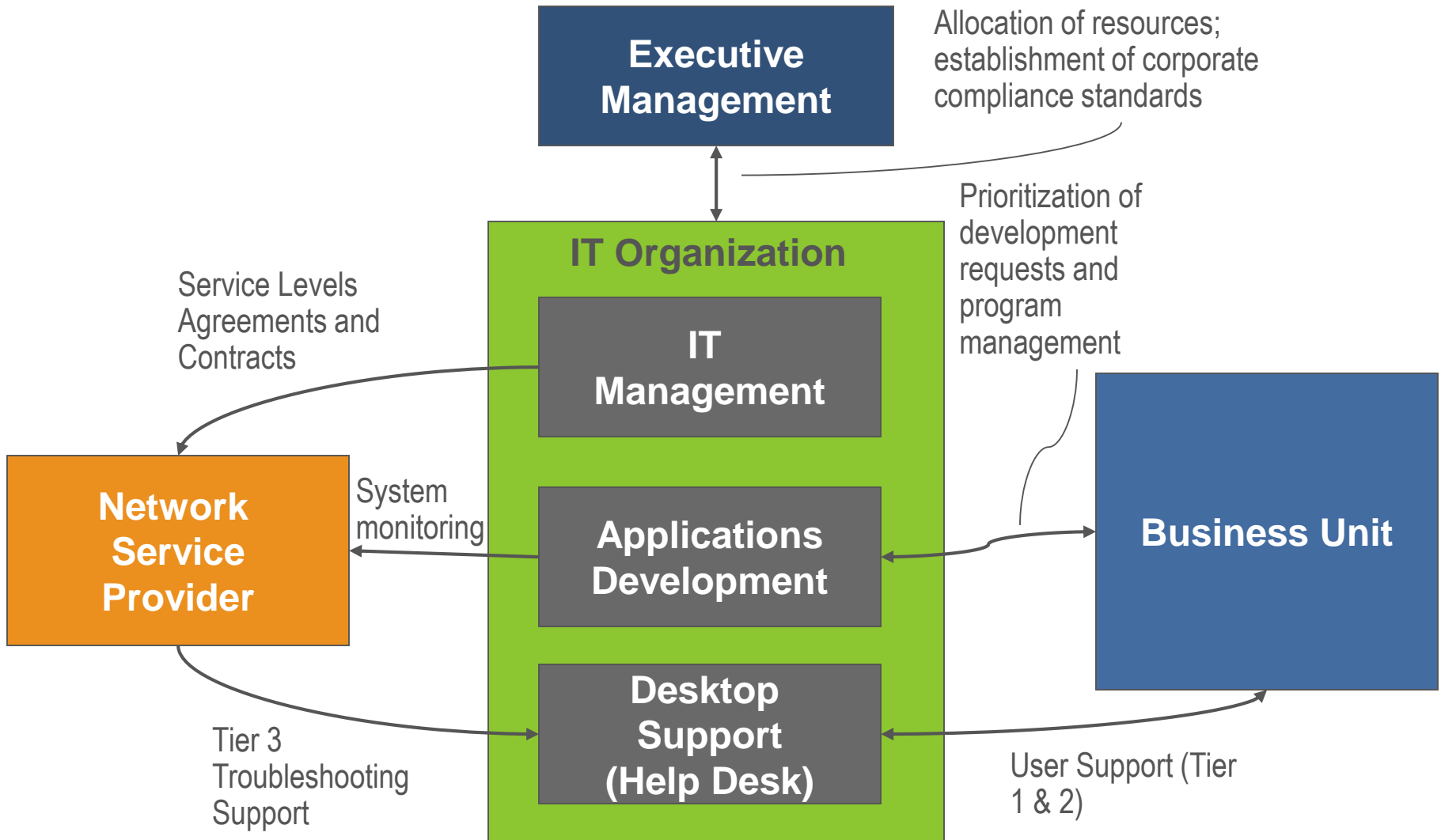
Applications Development

Desktop Support (Help Desk)

Network Service Provider

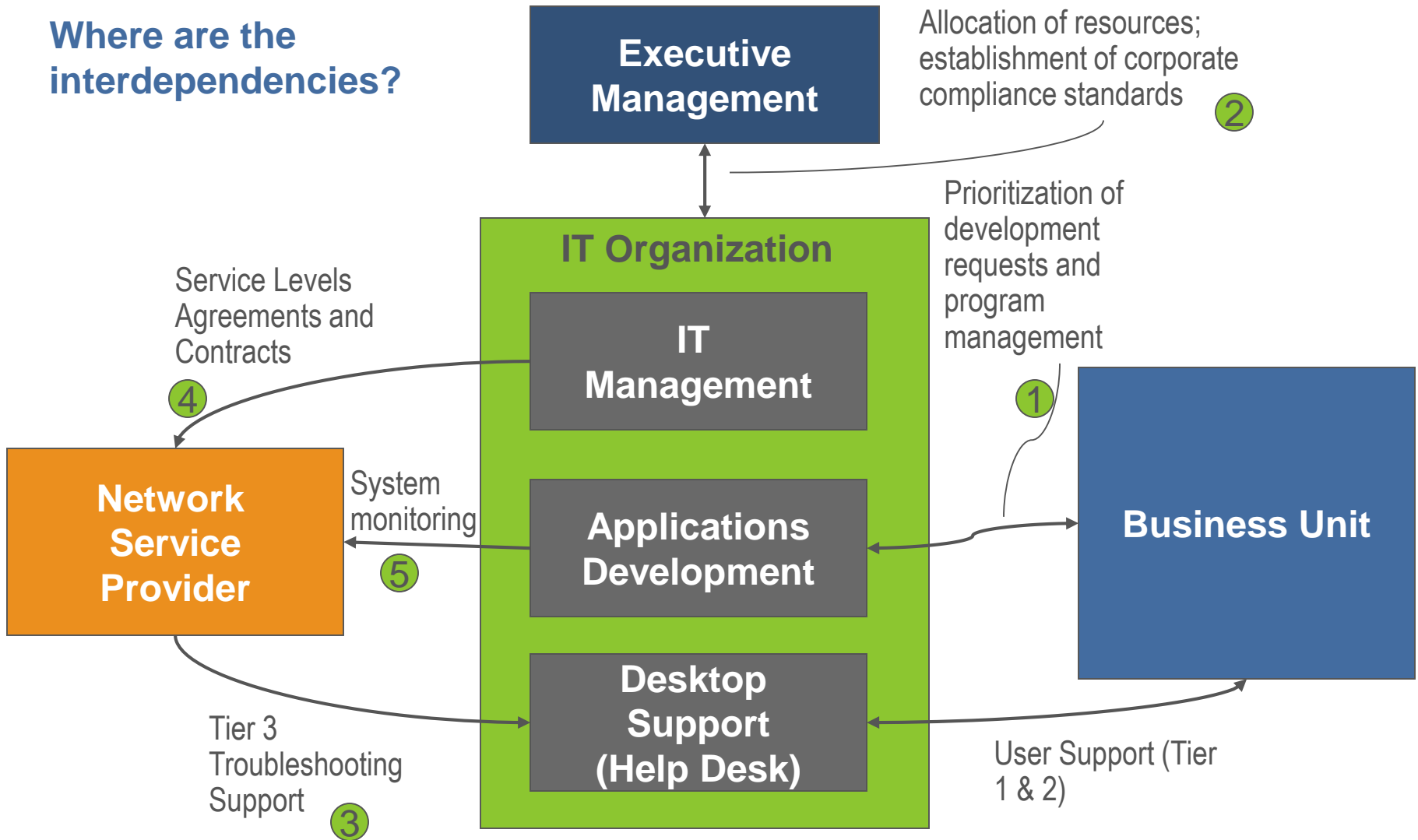
Business Unit

Find the Points Where Connective Tissue Is Needed



Without the Connective Tissue, the Model Wouldn't Work

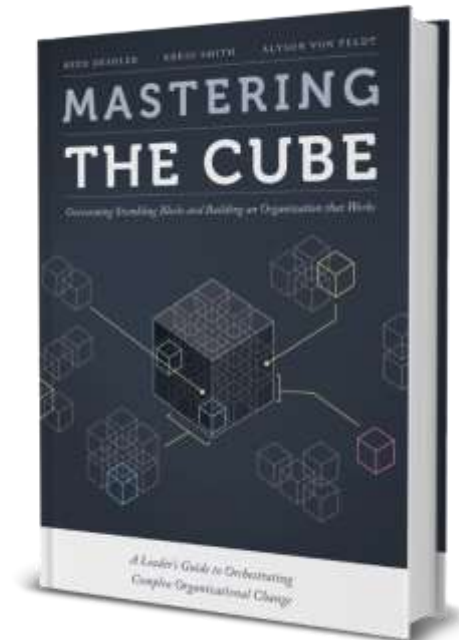
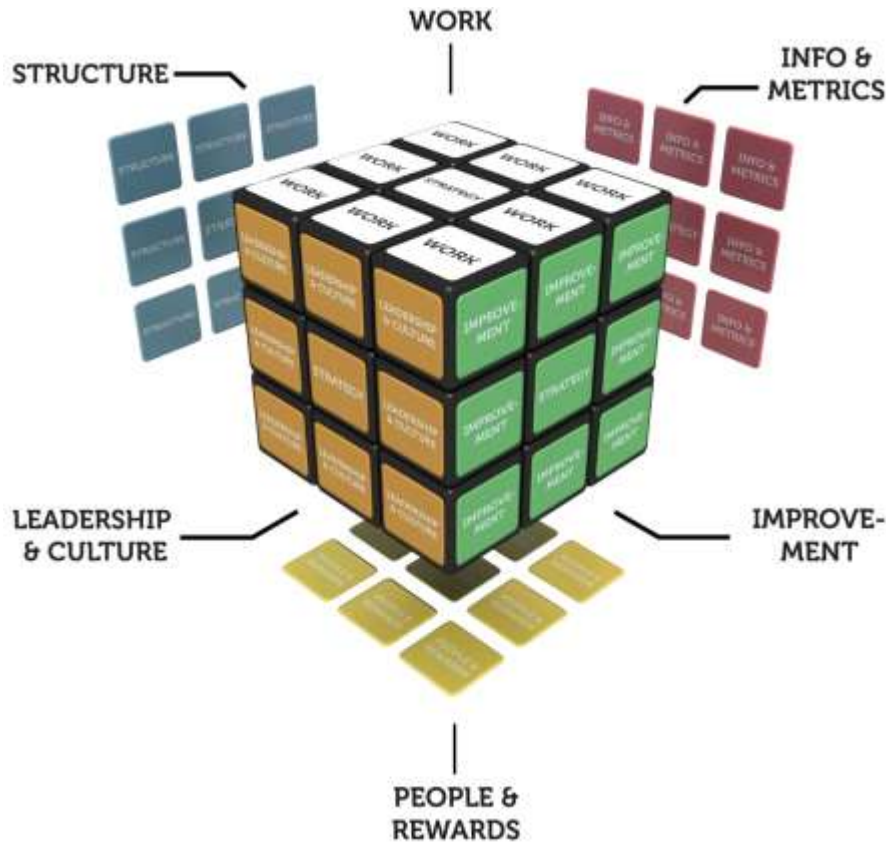
Where are the interdependencies?



KEY #3: Removing other misalignments that will undermine performance



Assessing the Organizational Cube for Misalignments



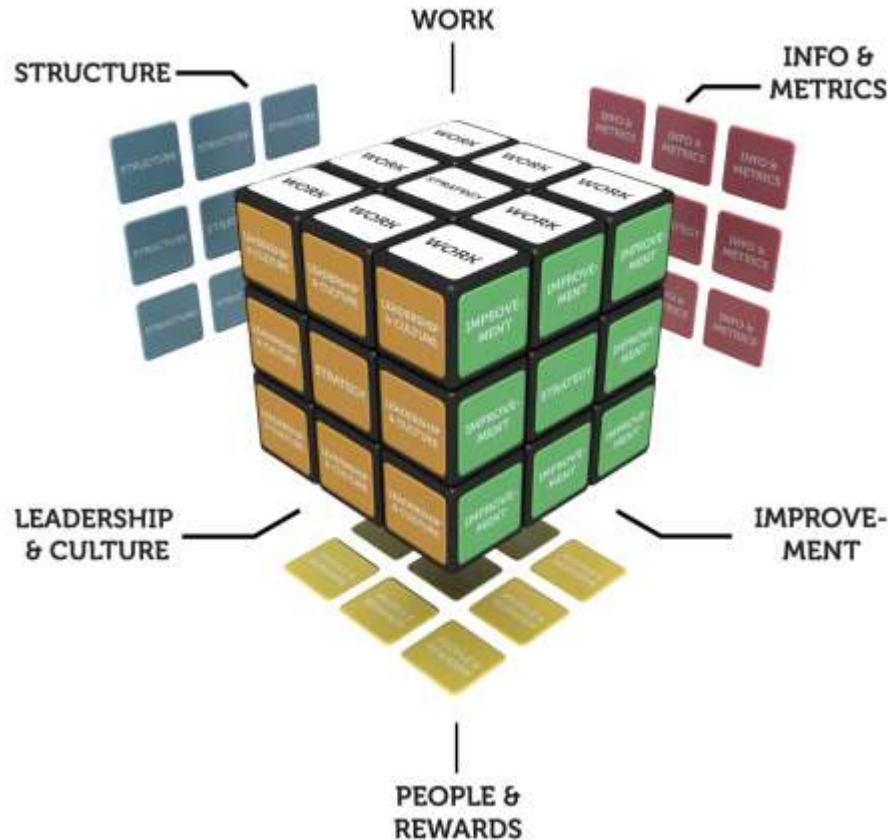
Leaders ensure the entire *Cube* is aligned

Some of the Questions to Consider...

What structure and linkages will enable delivery?

How should processes be aligned to deliver value?

How can we measure for both quality, delivery and efficiency?



What culture will enable successful performance?

How can continued value be returned to the business?

What talent is needed?
How do we incent performance?

Connecting Choices to Enable Structure

Strategy

Capabilities

Choices

Why will we be chosen over our competitors?

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



We offer the best customer experience

Products/services are delivered through customer-centric teams

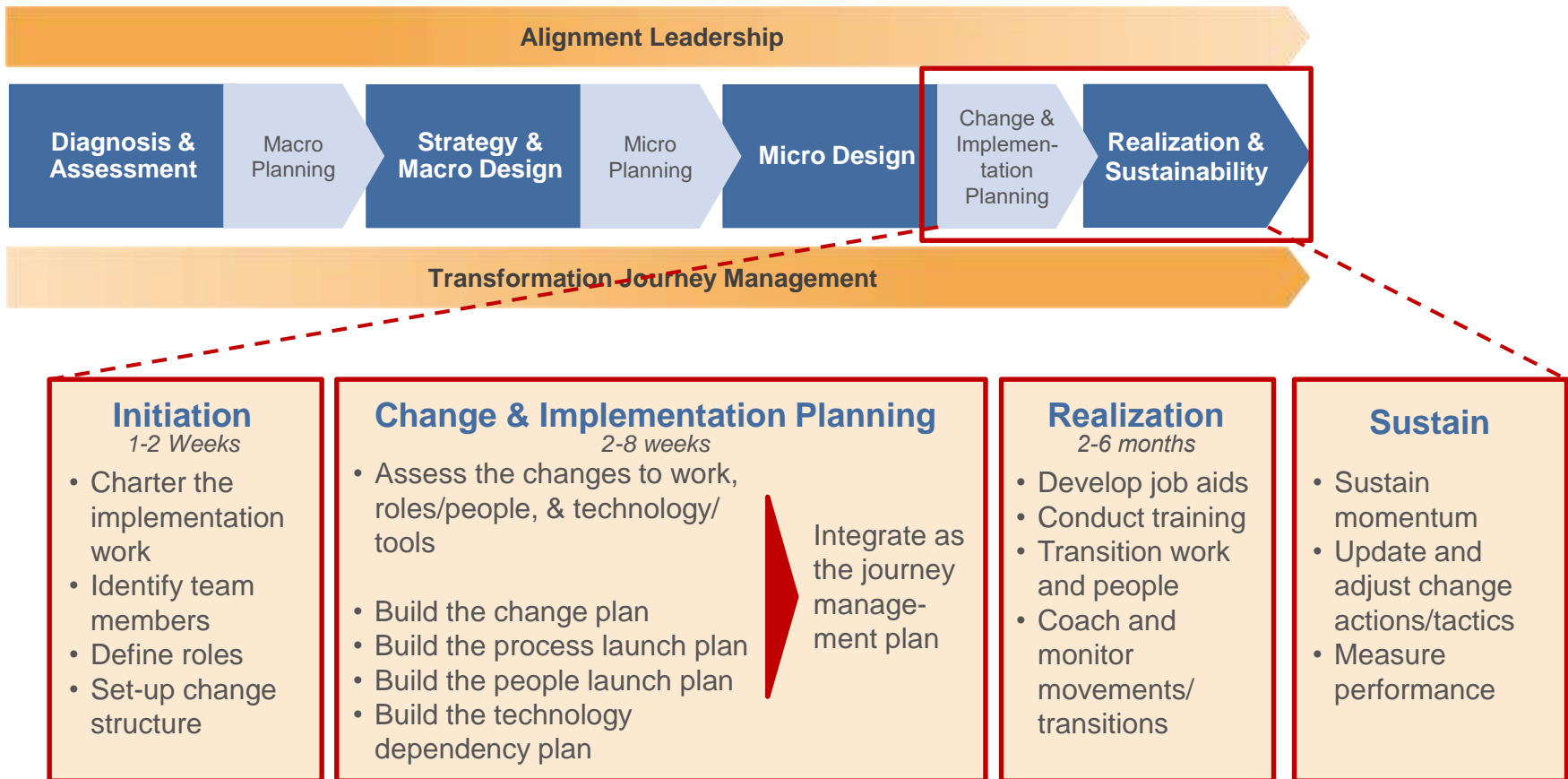
Aligned or Misaligned?

- ✗ Rewards – Product-specific incentives
- ✓ Work – Client-centric CRM
- ✗ Culture – Work around others
- ✗ Metrics – Quarterly sales
- ✗ Structure – Global Marketing

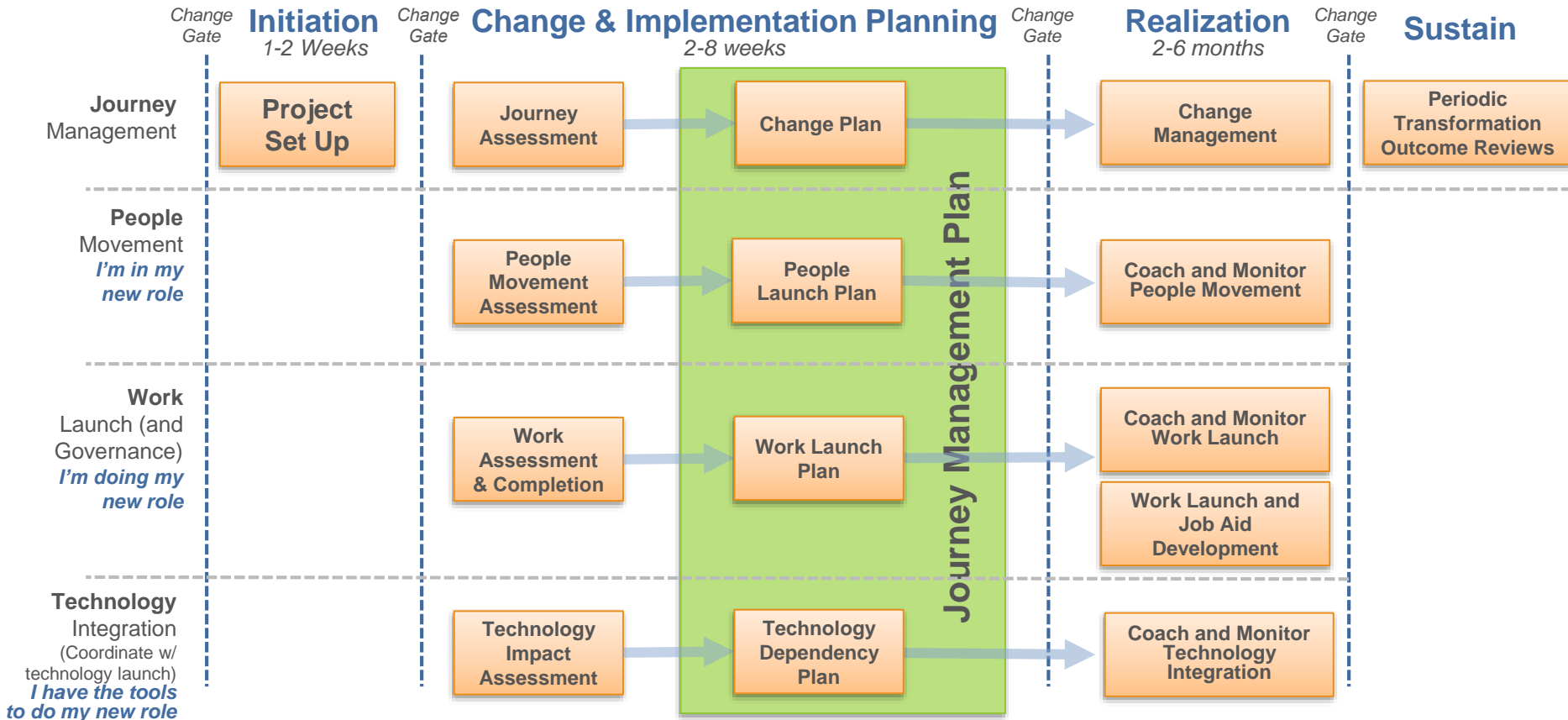


KEY #4: Preparing
for the transformation
journey

Facilitating the Transformation Journey



Implementation and Realization Journey Management



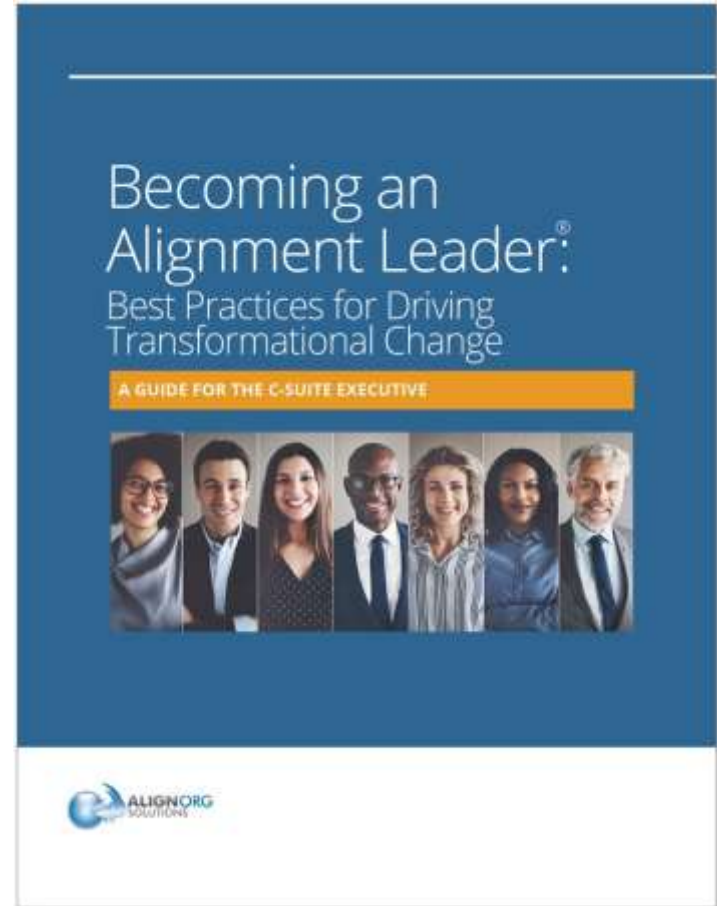
1. Reflect on how your organization's restructuring efforts:
 - How well are you designing a structure that will really deliver results?
 - Are you missing any of the key parts that will be needed to ensure your structure delivers what is expected?
2. How can you plan for and oversee a successful effective transformation journey?



Thank you! Questions?

Watch your email for a copy of
our newest Executive Guide:

***Becoming an Alignment
Leader[®]
Best Practices for Driving
Transformational Change***





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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.

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