



# Agile Organization Design: A Lever for Executives to Transform Their Organization

## Webinar

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## A client-focused firm specializing in...

*Strategy and Marketplace Differentiation*

*Diagnosis and Assessment*

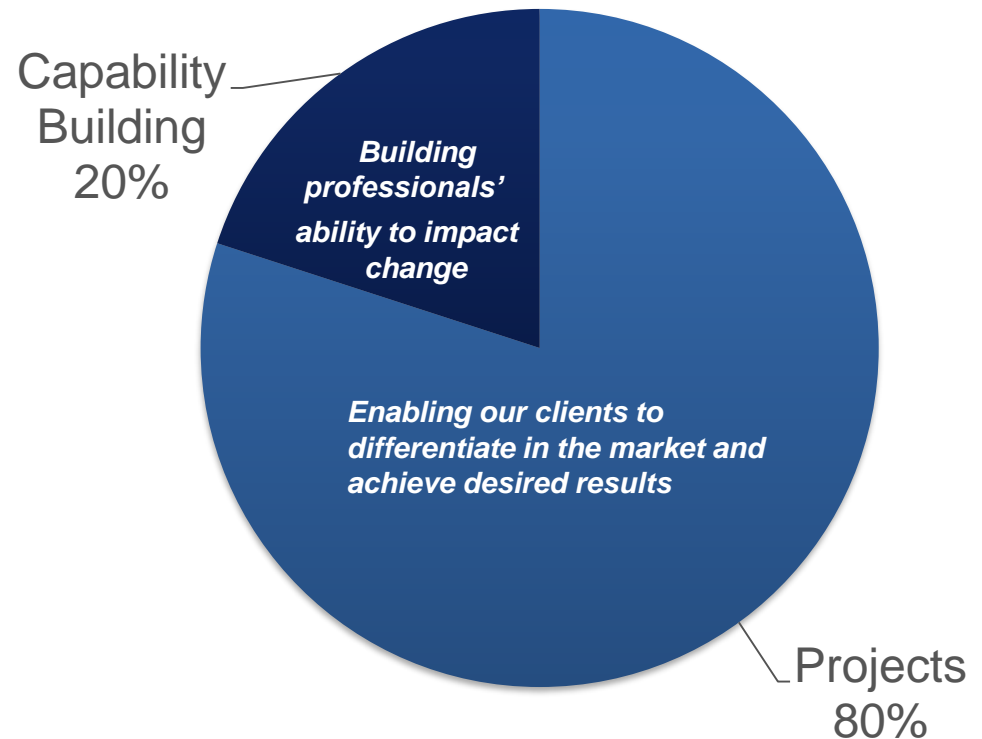
*Organization Design*

*Change Leadership*

*Leadership Alignment*

**To drive differentiation through alignment**

## Work Breakdown



- ✓ *Highest priority is to satisfy the customer through early, continuous delivery of value.*
- ✓ *Changing requirements, even late in development is welcome when it matters to the customer.*
- ✓ *Deliver results frequently (in sprints), from a couple of weeks to a couple of months.*
- ✓ *The most efficient and effective method of conveying information is face-to-face conversation.*
- ✓ *simplicity—the art of maximizing the amount of work not done—is essential.*

## Are people saying things like...

1. The way we do organization design is **faster** and **more pragmatic** than what I've experienced elsewhere for solving systemic/organizational business challenges
2. I can see that full organization transformation may take a while, but feel like after each design session we have made **noticeable progress**
3. The design facilitators I work with **facilitate an experience** that best uncovers insights and aligns our thinking, enabling us to confidently drive toward on our transformation objectives
4. I've learned a **new way to engage and work** when designing/aligning our organization
5. Agile design is a **contrast from what we are used to** – it is an engaging and practical way of **getting things done quickly and innovatively**



# Keys to Designing in a More Agile Way

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- **Small bursts of innovation, creativity and work accelerate the pace of progress**
- **Co-creation leads to the best thinking and insights**
- **Organization design is iterative and ongoing**



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# Small bursts of innovation, creativity and work accelerate the pace of progress



# Organization Transformation

*How will leaders ensure the desired outcomes of the design/change are achieved and sustained?*

## Alignment Leadership

**Diagnosis & Assessment**

Macro Planning

**Strategy & Macro Design**

Micro Planning

**Micro Design**

Change & Implementation Planning

**Realization & Sustainability**

## Transformation Journey Management

*How will the initiative be set-up for success?*

*How does the organization intend to “win?”*

*How should work and resources be configured to best enable strategy?*

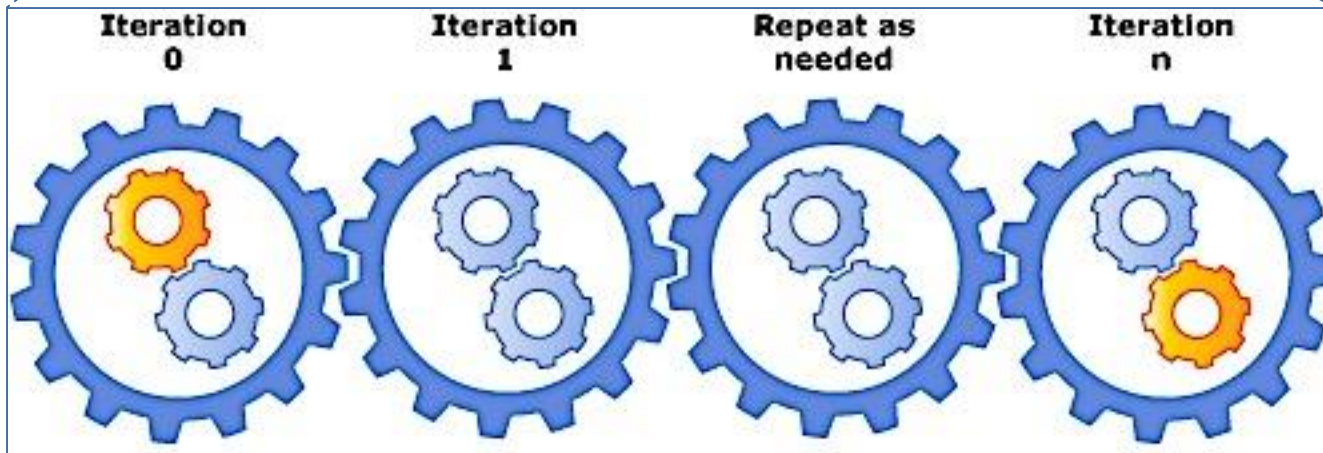
*How will the new organization work and what capabilities need to be redesigned to drive strategy?*

*How do we manage the change so we can realize the benefits of the new design?*

\* This graphic represents the complete high-level design and alignment approach. Since many organizations may be starting somewhere in the middle, we tailor this basic approach for each situation to best match organizational needs. Part of the Diagnosis & Assessment step involves interviews and background gathering to assess the right approach given the situation.

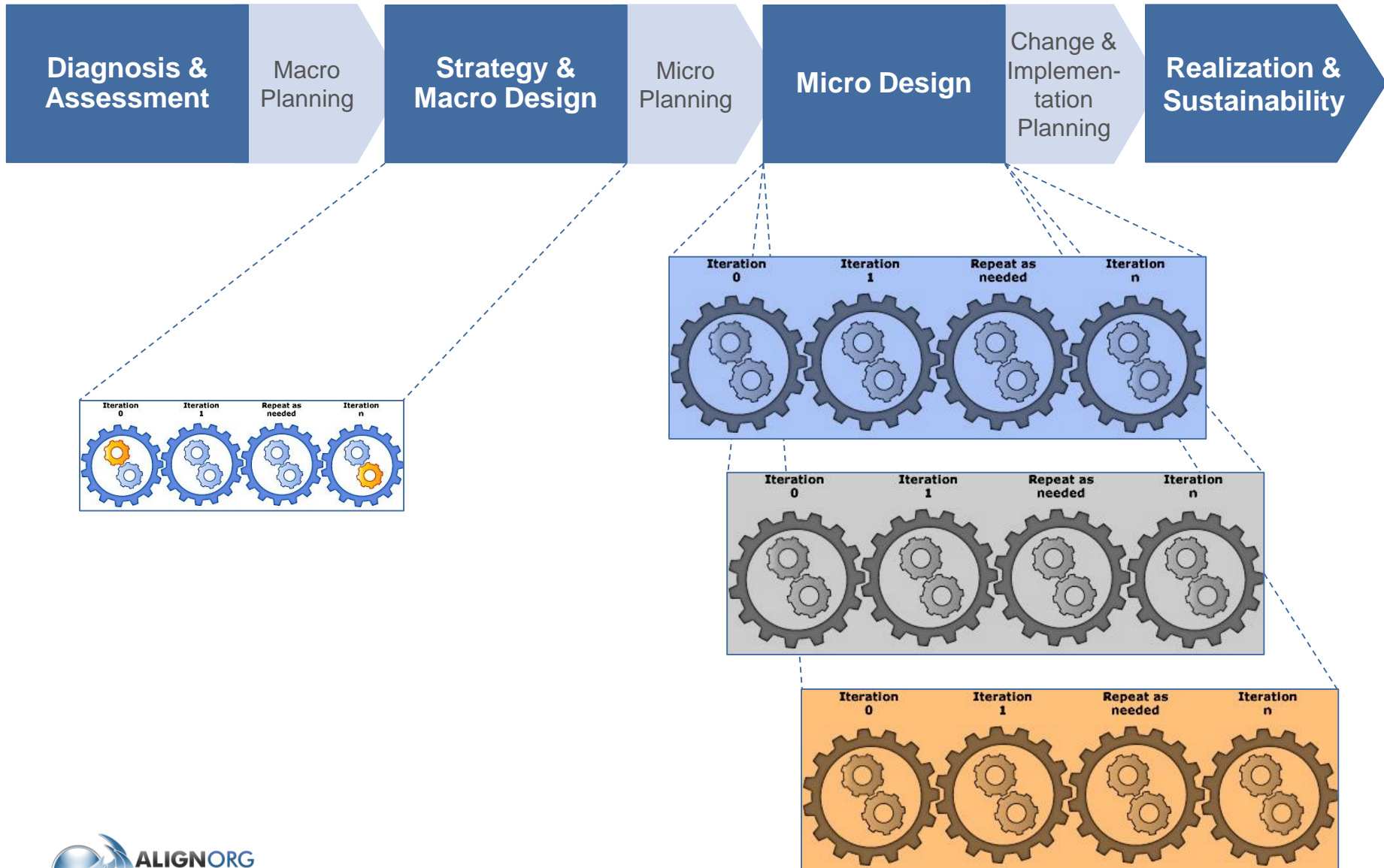


# Organization Transformation





# Organization Transformation



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# Co-creation leads to the best thinking and insights



# Scrums and Design Sessions

## Product Owner

Vision + Features

## Sponsor

Strategy + Design Criteria



**Scrum Master**

**Sprint**



**Facilitator**

**Design Session**

## Questions For Executives

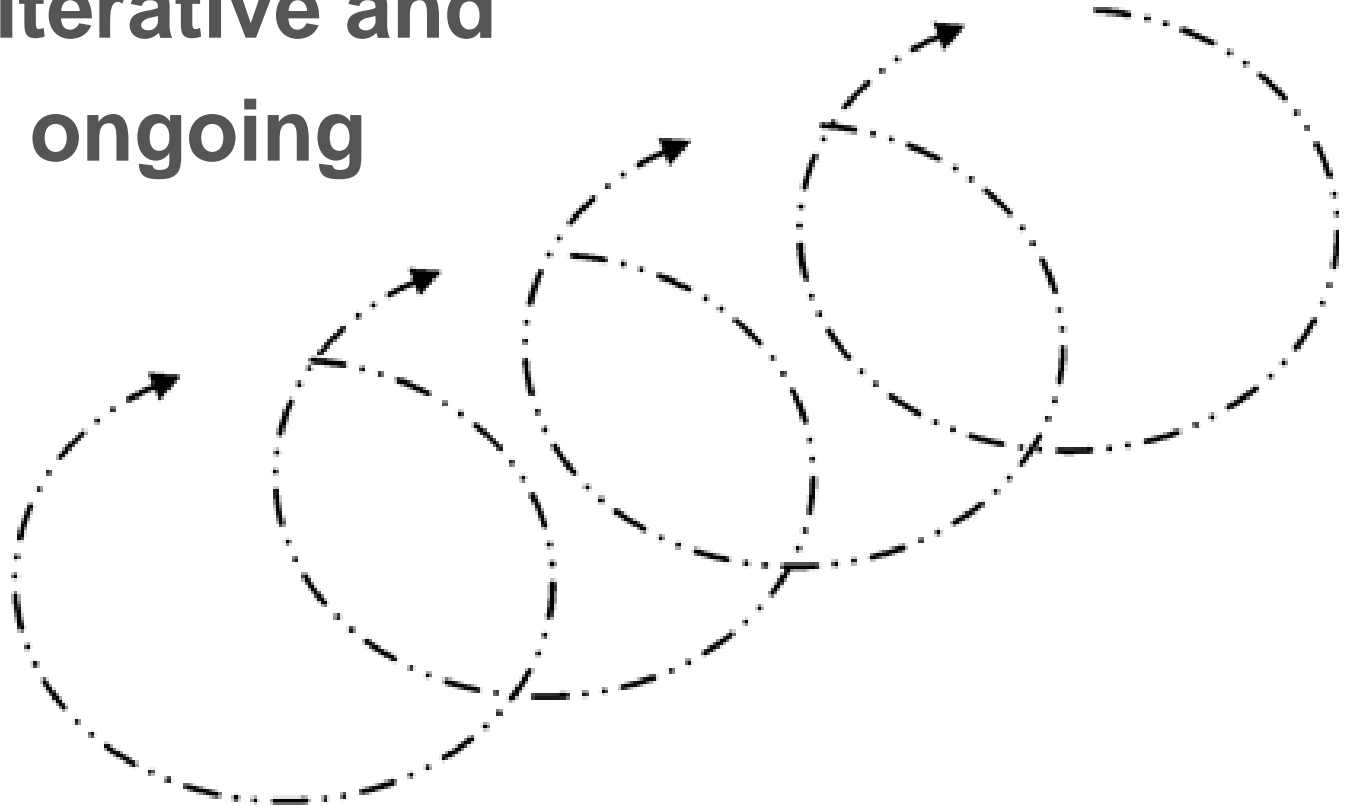
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- Are you helping define the vision/strategy and design criteria?
- Do you have the right people involved in the “scrum”?
- Are you pulling people or resources from the team mid-process?
- Are you comfortable with iterations toward a final product/outcome?
- Are you allowing the time necessary for innovative answers to emerge?
- Are you asking the right questions?
  - What would you recommend for overcoming this issue/challenge?

**Are you getting double the work output in half the time?**

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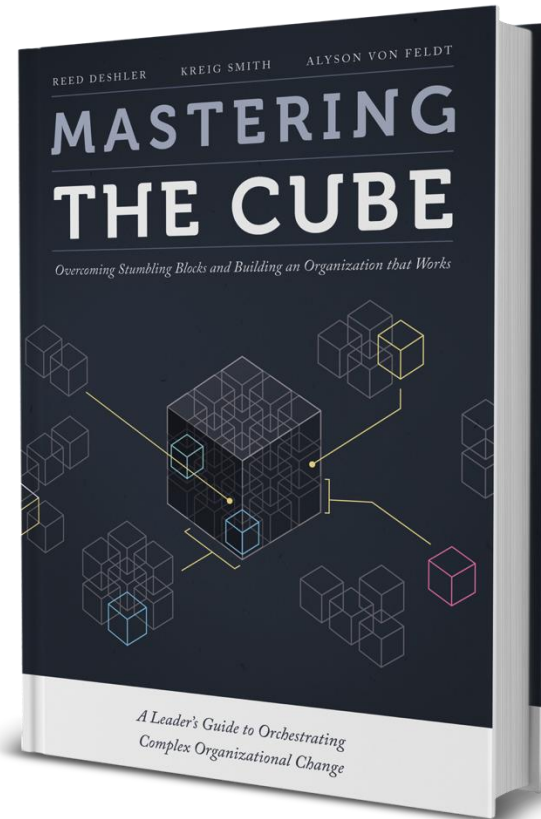
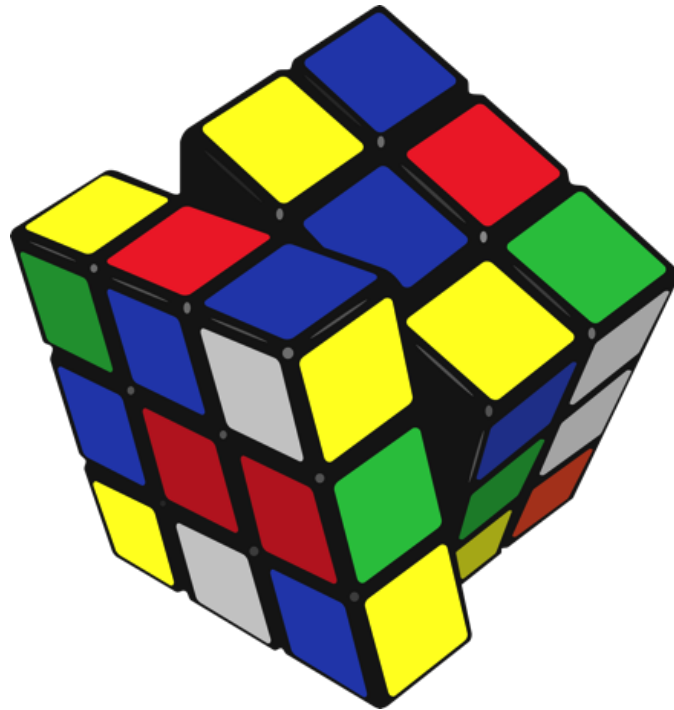
# Organization design is iterative and ongoing





# Organizations are Like Trying to Solve a Rubik's Cube

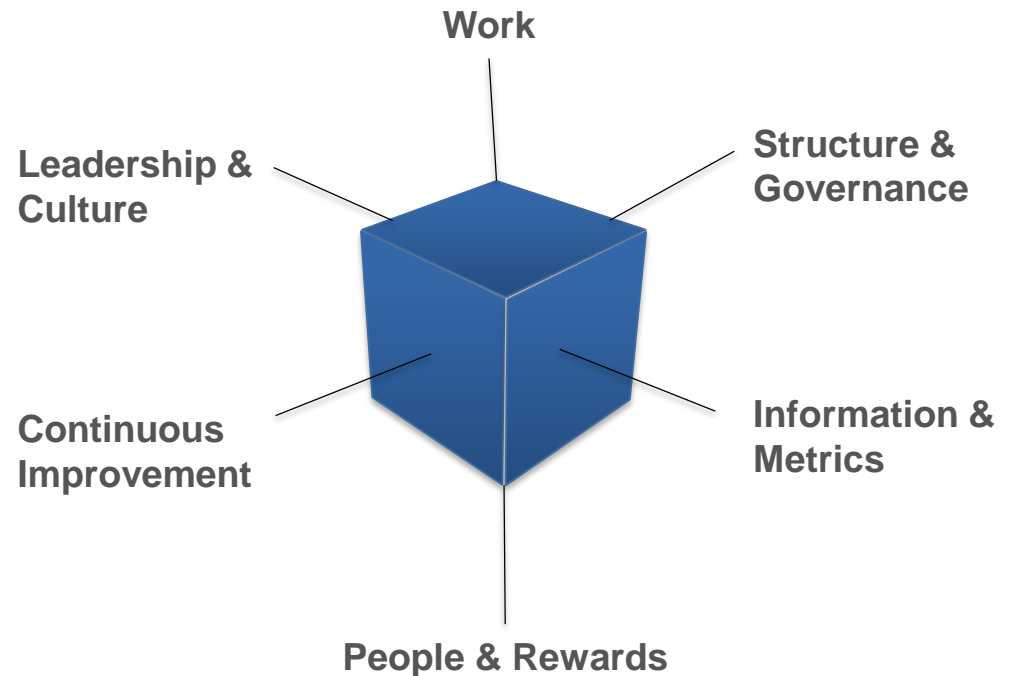
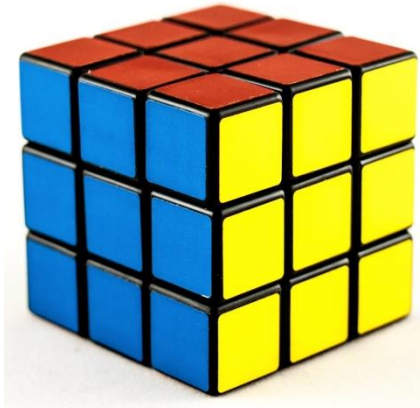
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# Value is Created When Choices Are Aligned

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**Solving the organizational Cube requires aligning all aspects of the organization to strategy**



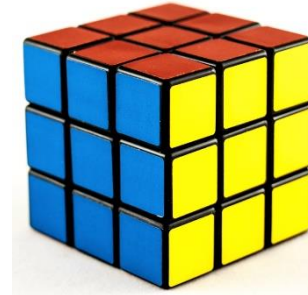
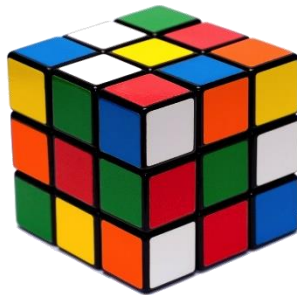


## Markets Are Not Static

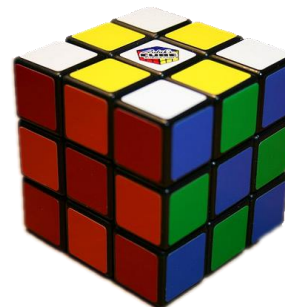
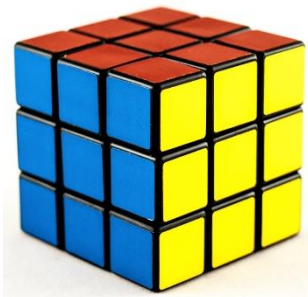
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When something changes in the environment, something in the organization's choices has to change to bring the Cube back into optimal alignment.

**Stakeholders:** We want a Cube that has all six sides of the Cube organized by color



**Stakeholders:** Now, we want a Cube that has a checkerboard Pattern on each side of the Cube

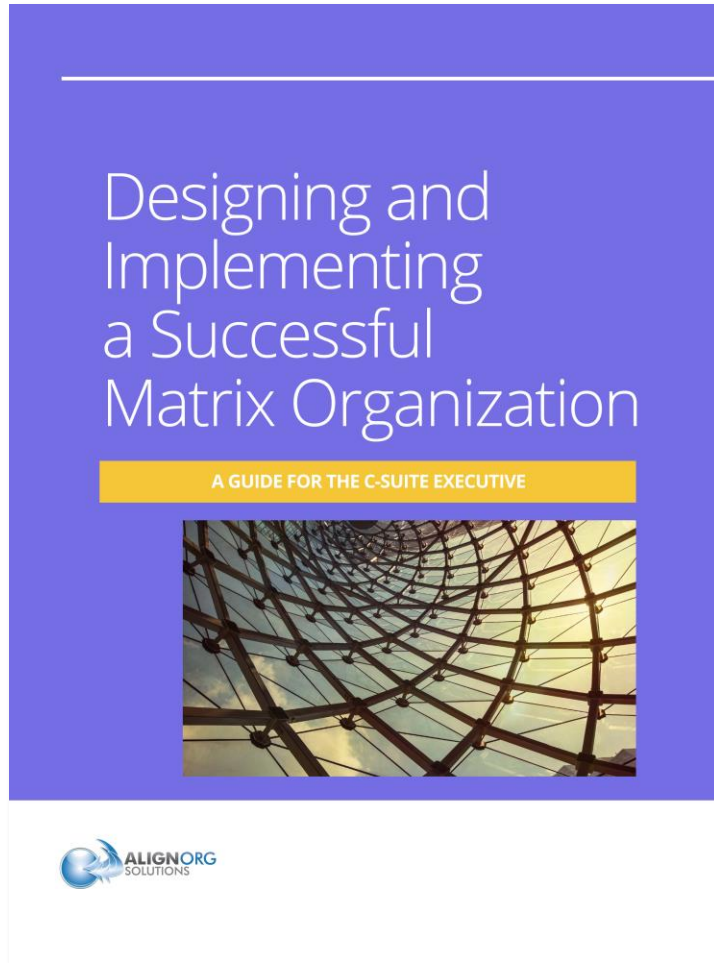


1. What can I do to encourage more agile ways of doing organization design?
2. As I look at my organization, how could our business take advantage of agile organization design?
3. Do I have the tools and methods to do agile organization design?



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## Thank you! Questions?



For today's webinar guests:

***Designing and Implementing a  
Successful Matrix Organization***  
*A Guide for the C-Suite Executive*

Watch your email for this practical  
guide.

## Today's Presenter

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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.

### Connect with Reed



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