



Enabling Executives to Shape a Differentiating Culture

Webinar

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A client-focused firm specializing in...

Strategy and Marketplace Differentiation

Diagnosis and Assessment

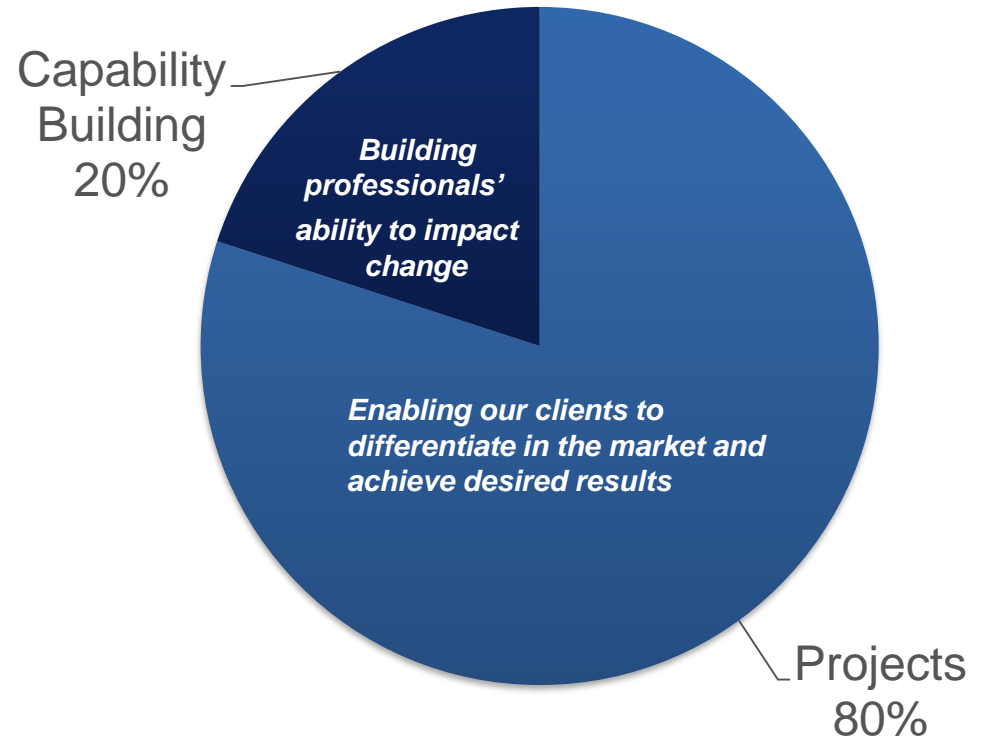
Organization Design

Change Leadership

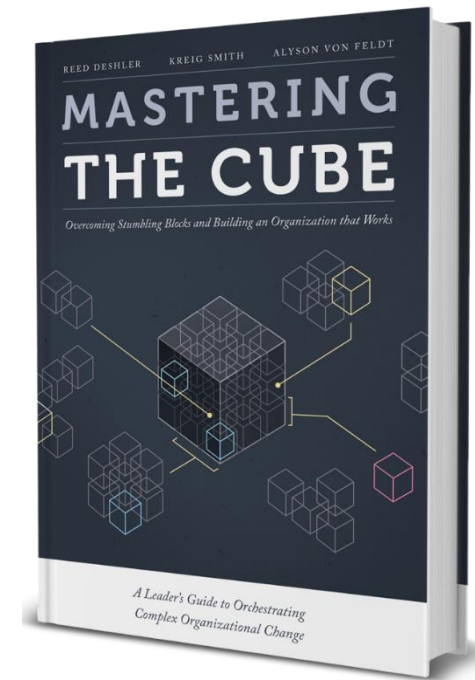
Leadership Alignment

To drive differentiation through alignment

Work Breakdown



- ❓ **Protect strategically vital work** from becoming engulfed by the **transactional work** that characterizes so much of what must get done on a daily basis
- ❓ Consider the strategic impact of work when making resourcing decisions. As a rule, generally **allocate resources to strategic work** with a goal of greater effectiveness, but **manage non-competitive work toward greater efficiency**
- ❓ **Guard against functional imperatives** and professional standards **that are misaligned to strategy** and don't enable differentiation



- **Culture is a cause and an effect**
- **Mindset is a start, but choices make it sustainable**
- **Culture trumps strategy, but what trumps culture?**



Culture is a cause & an effect



Organization Culture: Where to Intervene?

*Performance
Feedback is informal
and sporadic*

*Cut-throat culture
where people fight
for credit & attention*

*Assignments/
opportunities are
given to “trusted”
colleagues*



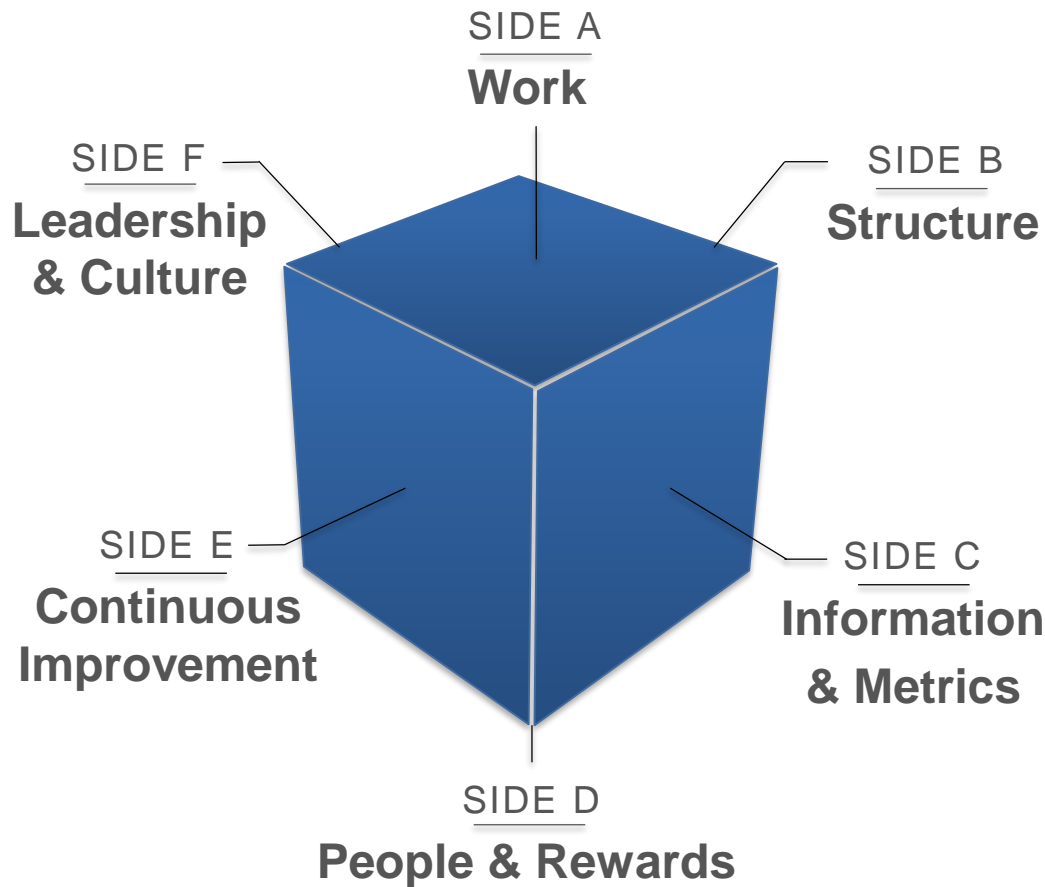
Organization culture is self-reinforcing and difficult to change

Mindset Is a Start, but Choices Make it Sustainable



If you want to change the whole (culture), you have to change the whole (system of choices that drive the culture).

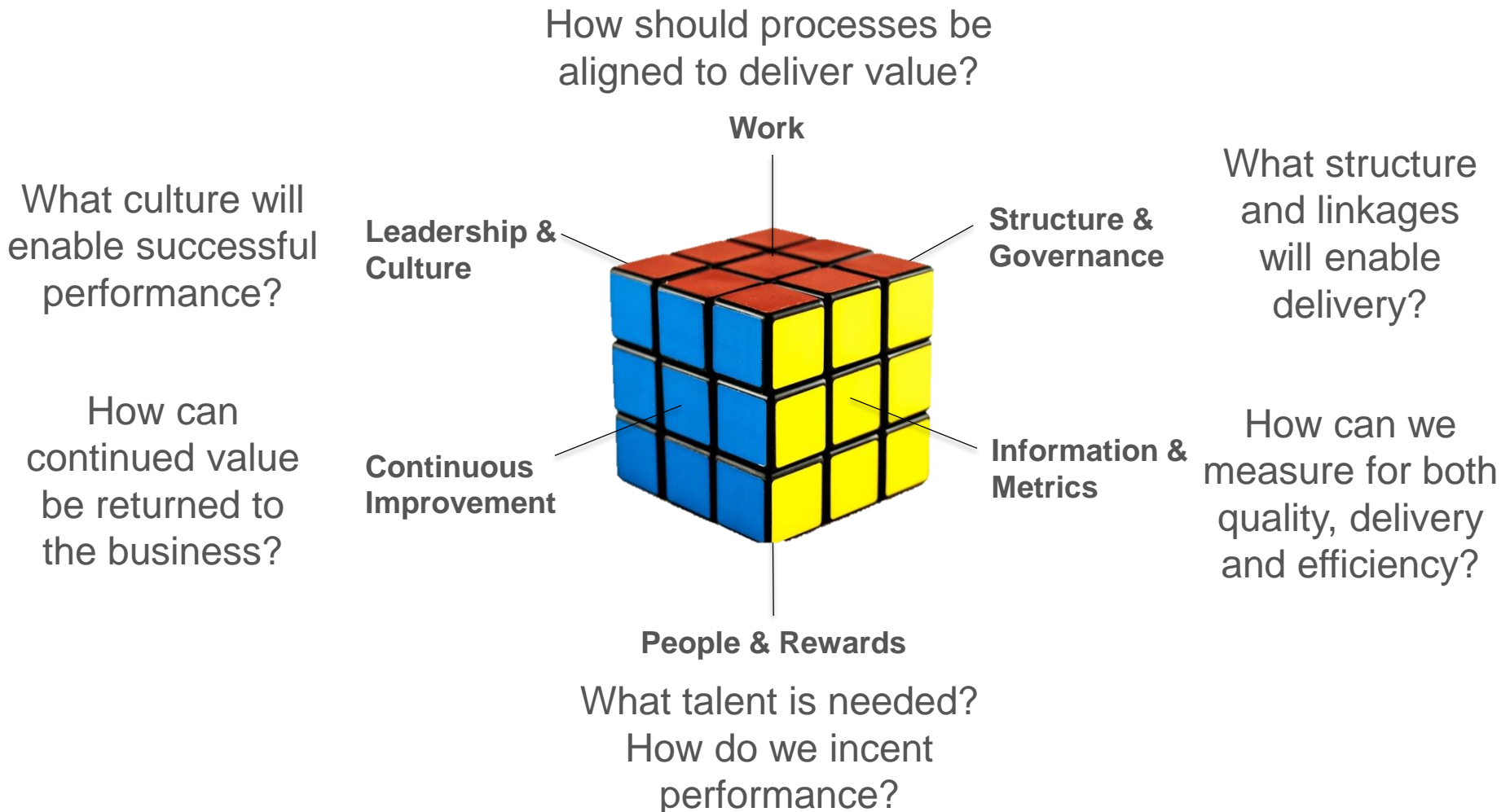
The Organizational Rubik's Cube – A Metaphor



***Aligning
systems
and choices
to deliver
what you
want***

Remember, the alignment of many choices has a greater impact on performance than a few best-in-class, but misaligned choices

Depending on your organization's strategy & desired culture, consider...



Organization Realignment Roadmap

How will leaders ensure the desired outcomes are achieved and sustained?

Alignment Leadership

**Assess Organization
for Aligned/
Misaligned Choices**

**Prioritize Macro-level
Choices for
Realignment**

**Target Micro-level
Realignment Efforts
to Embed
Improvements**

**Implement and
Monitor for
Sustainability**

Manage the Cultural Renewal Journey

*What cross-
organization choices
are driving the right
behaviors and
performance?*

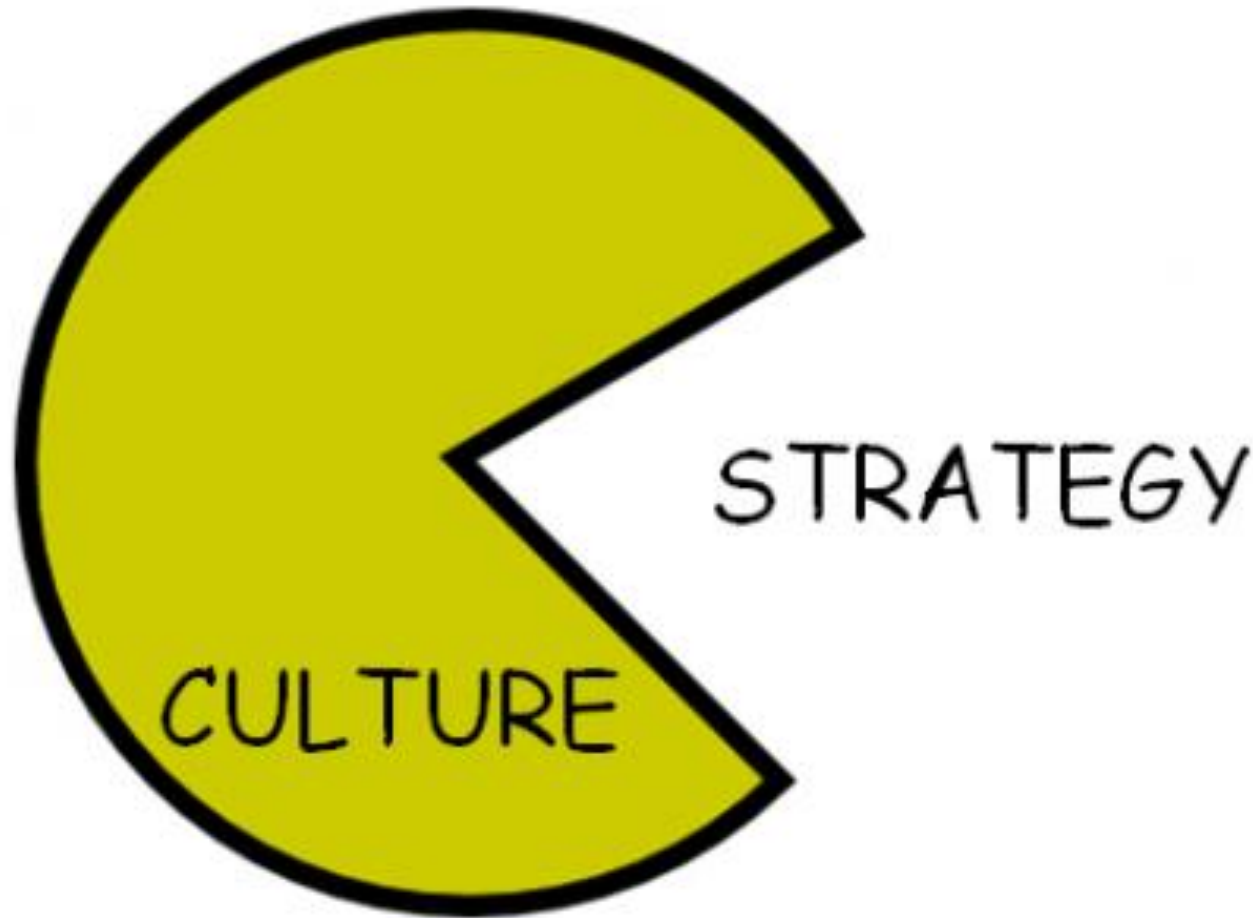
*What select choice
realignment will help
create the conditions
where performance
can change and
improve?*

*Are there focused
areas of the
organization where
detailed organization
choices need to be
realigned?*

*How do we manage
the change so we
can realize the
benefits over time?*

*What are the implications to how we operate if
choices are realigned?*

Culture trumps strategy, what trumps culture?



What Trumps Culture? Effective Leaders

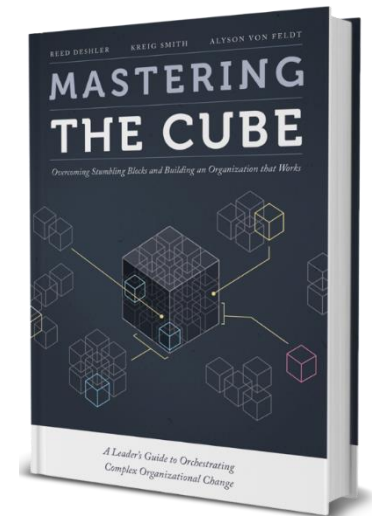


Michael D. Watkins writes that **leaders "must become responsible for designing and altering the architecture of their organization—its strategy, structure, processes, and skill bases. To be effective architects, they must think in terms of systems.** They must understand how the key elements of the organization fit together and not naively believe . . . that they can alter one element without thinking through the implications for all the others."

HBR June 2012, How Managers Become Leaders

Our belief is that all enterprise **leaders should consider themselves alignment leaders along with the other roles they play.** Chief executives should know that their duties include serving as the Chief Alignment Officer (CAO). Because chief executives are ultimately responsible for product, profits, and people, **they must...attend to the health and effectiveness of the very organizations that deliver these benefits** for their constituents."

Mastering the Cube, 2014



Characteristics of an Alignment Leader



Choices & Trade-offs

- Talks about choices & trade-offs
- Champions choices that enable performance/mitigates misaligned choices
- Embodies the yeses & nos of strategy
- Protects emerging processes/structures while keeping the business running

Alignment

- Sees all sides of the cube (alignment mentality) and looks for patterns
- Helps others consider the impact of choices on the whole system

Change

- Recognizes change and how it will ripple across business
- Funds/sponsors change management all the way to implementation

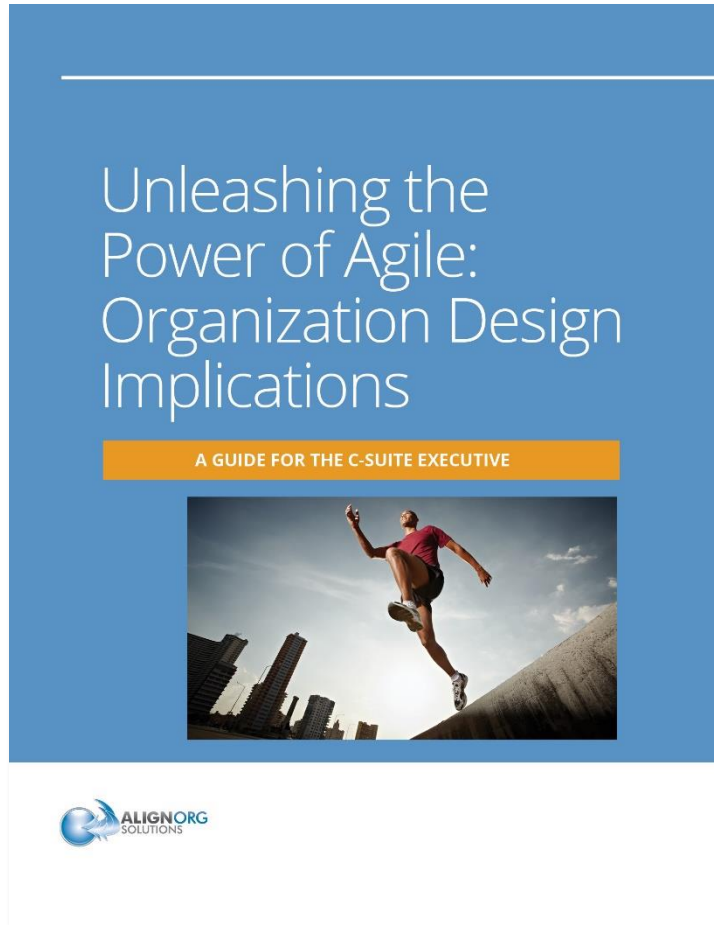
Build Capability

- Builds capability in the organization to maintain alignment and manage change
- Knows that this is their real work

1. What aspects of your culture is driving towards your intended strategy?
2. What aspects of your culture are derailing your strategy?
3. How can I ensure our organization (and our leaders) have the right capabilities, tools and support to effectively shape culture to win?



Thank you! Questions?



For today's webinar guests:

***Unleashing the Power of Agile:
Organization Design Implications***
A Guide for the C-Suite Executive

Watch your email for this practical guide.

Today's Presenter



reed.deshler@alignorg.com

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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