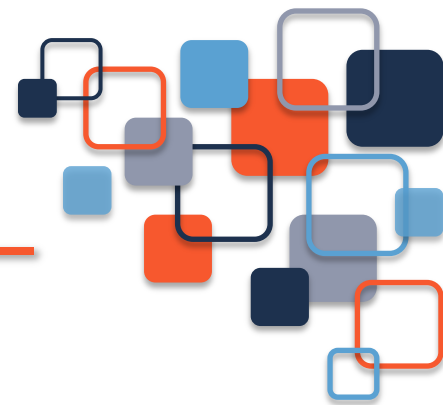




Strategic Design Implementation:

Actions Speak Louder than Words



Today's Moderator



Holly Pennebaker

Digital Content Program Manager
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2017 Events



July 24-26, 2017
San Francisco, CA

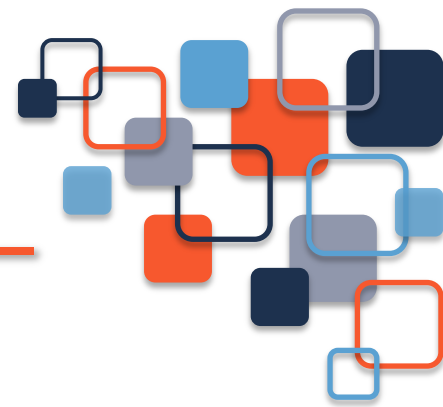


September 18-20, 2017
Chicago, IL



October 24-26, 2017
Scottsdale, AZ

Thank You



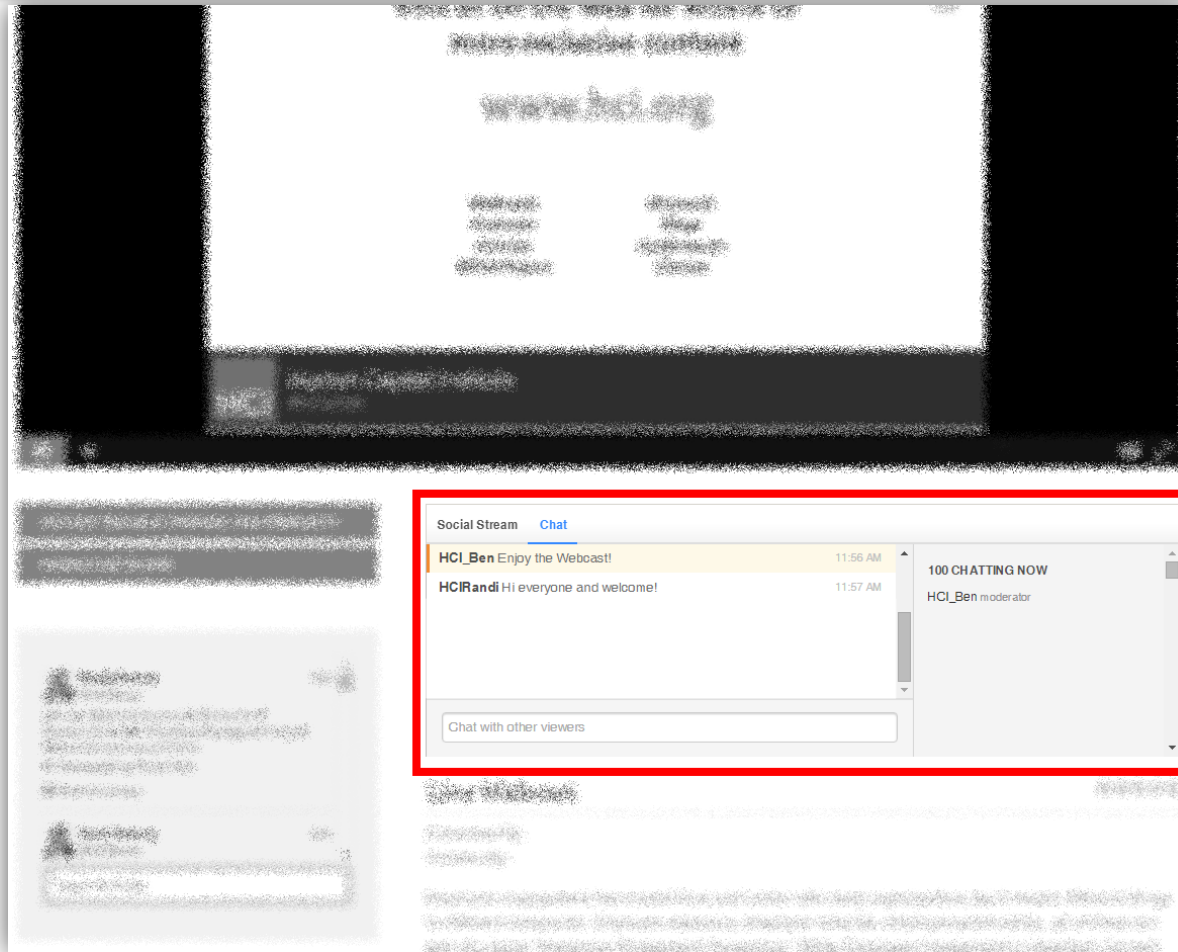
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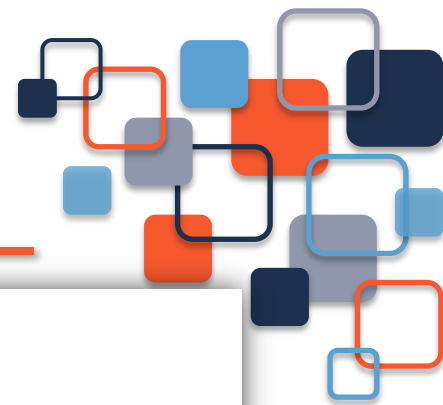
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Today's Featured Speaker



Reed Deshler

Principal
AlignOrg Solutions



Strategic Design Implementation: Actions Speak Louder than Words

Webinar

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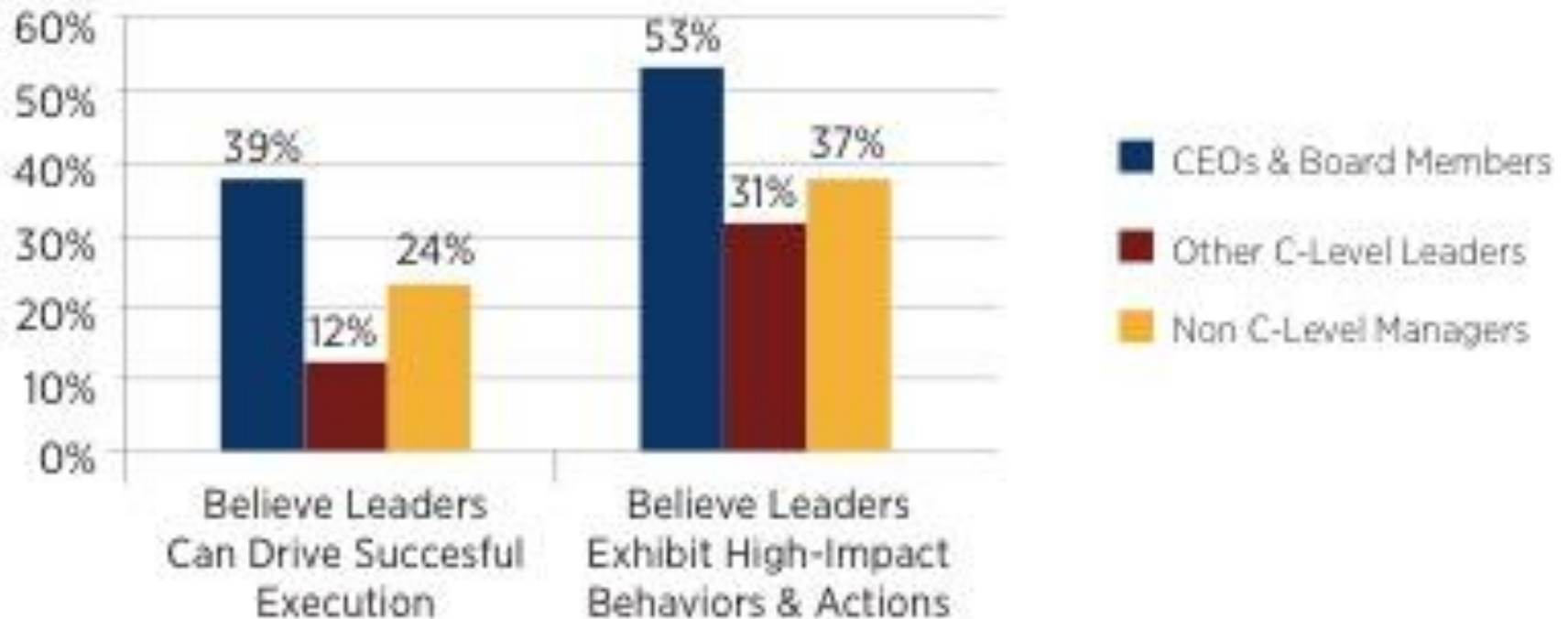
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Keys for Ensuring a Successful Organization Transformation

- Don't Bluff Your Way to a Win
- Build Your Change Muscles
- Root Out Misaligned Organization Choices



Do CEOs Overestimate Execution Ability?

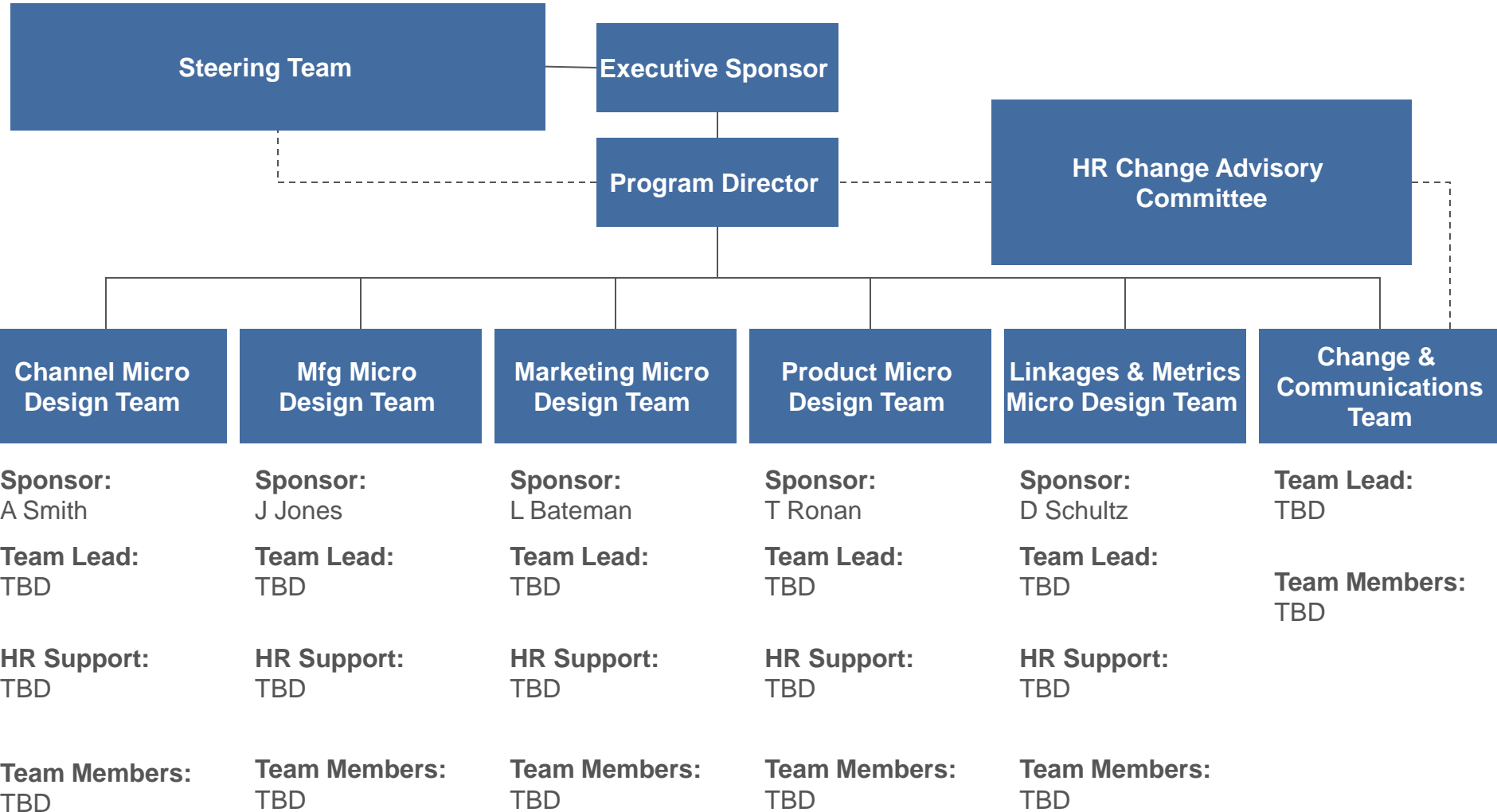


Source: The Economist Intelligence Unit 2014

**Don't Bluff Your Way
to a Win**



Illustrative Change Structure



Micro Design Teams (MDT)

“Designers, capability builders, subject matter experts”

Responsibilities	Time Commitment	Team Composition
<ul style="list-style-type: none">• Develop design recommendations• Ensure alignment of design recommendations to the intent of the Phase 1 design• Seek Steering Team endorsement of design recommendations• Strive to redesign all organization support to facilitate changed/improved organization capabilities• Track the financial and headcount implications of recommendations• Follow the design principles and criteria set during Phase 1 of the design effort• Surface human resource-related questions/issues to the HR/Change/Communications Working Team for guidance and support• Adhere to project schedules and timelines	May range from 10-75%	<ul style="list-style-type: none">• Sponsor (10% or more)• Team Lead (75%)• OE Consultant (75%)• Compensation Consultant/Specialist• Staffing Consultant/Specialist• HR Business Partner• Team Members (50%)
		Meetings
		<p>Meetings will be work sessions where the micro design recommendations are made</p> <p>Design sessions will typically be facilitated using the tools and approaches of this project by OE or other facilitator</p>

MDT Roles & Responsibilities

Specific Roles & Responsibilities	
Sponsor	<ul style="list-style-type: none">• Mobilize and oversee the micro design efforts of Phase 2 within the domain• Ensure appropriate selection of Micro Design Team members• Negotiate with functional managers to make team members available to support the design efforts• Approve Micro Design Team recommendations for review by the Steering Team• Ensure all HR, communications and change issues are identified for the domain and managed
Team Lead	<ul style="list-style-type: none">• Organize and lead the micro design efforts within the domain• Plan and partner with the OE Consultant to establish the Micro Design Team's timeline, approach, and work activities• Responsible for managing the project activities and schedule and ensuring deliverables are completed• Report regularly project status and issues to the Program Director• Recognize and escalate cross-cutting organizational issues (e.g., HR, change, communications) to the HR/Change/Communications Working Team for assistance• Learn the design approach and tools and ensure team's activities conform• Remove obstacles for the team and negotiate with the appropriate people involved to come to an agreement• Attend project status meetings as scheduled by the Program Director and highlight progress/issues of MDT• Identify and estimate resource requirements and work with Sponsor to obtain needed resources
OE Consultant (Design Facilitator)	<ul style="list-style-type: none">• Ensure intent of Phase 1 design is incorporated into Micro Design Team's recommendations and thinking• Challenge team members to design "differentiating" capabilities to enable strategy• Provide organization design expertise including tools and methodologies to the Micro Design Team• Prepare and facilitate Micro Design Team work sessions• Provide direction on the output/deliverables to be produced (including format and content)• Educate Micro Design Team and Sponsor on organization design tools, concepts, principles, and approaches

MDT Roles & Responsibilities (cont.)

Specific Roles & Responsibilities

HR Support
(HR Business
Partner,
Compensation
Consultant/
Specialist, Staffing
Specialist)

- Attend and actively participate in scheduled design work sessions
- Provide subject matter expertise and support in functional area to assist in the completion of deliverables
- Serve in a similar capacity as that of Team HR member

Team Members

- Attend and actively participate in scheduled design work sessions
- Provide subject matter expertise in functional area to advance the design work and completion of deliverables
- Ensure key stakeholder requirements are met in the new design (this does not necessarily mean that how those requirements are met have to remain the same as today)
- Complete assigned tasks according to the guidelines established by the Team Lead or OE Consultant
- Ensure a high degree of teamwork within the project
- Exhibit flexibility in dealing with unexpected events, proactively managing change as it happens

Build Your Change Muscles



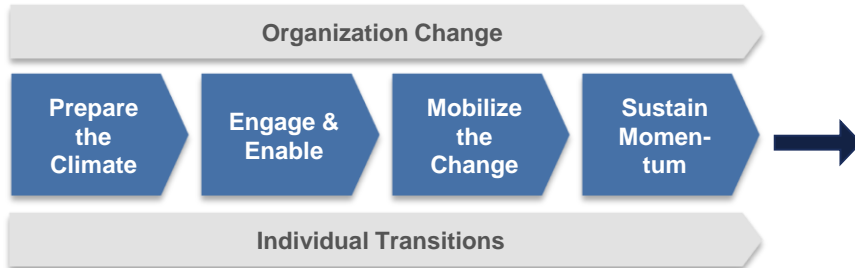
Building a Change Platform

Change Management + Program Management = Change Ecosystem

What's needed is a real-time, socially constructed approach to change, so that the leader's job isn't to design a change program but to build a change platform

Platforms Are Multi-faceted and Sustainable

APPROACH



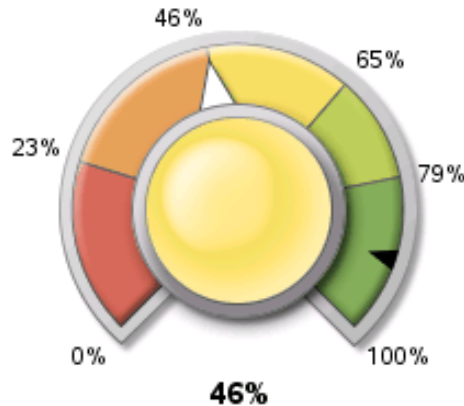
TOOLS



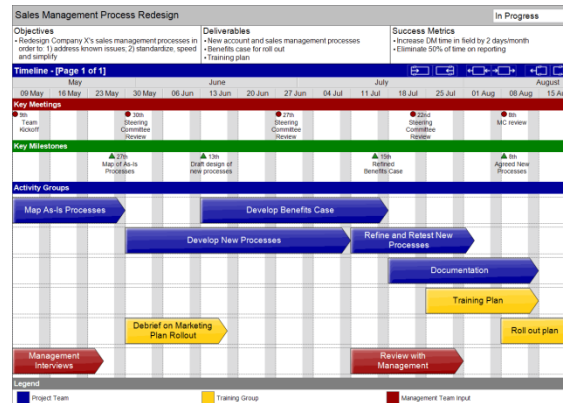
CABABILITY BUILDING



KPIs



PLANS



STRUCTURE



Reflect on your own organization

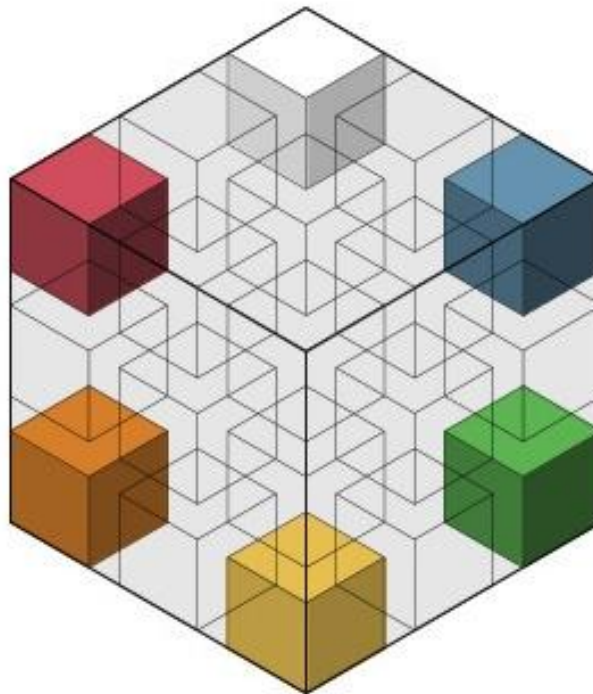
- Do you have aspects of the Change Platform you need to support, manage and enable “always-on” transformations?
- What could you do to further build your organization’s change muscles?



Root Out Misaligned Organization Choices

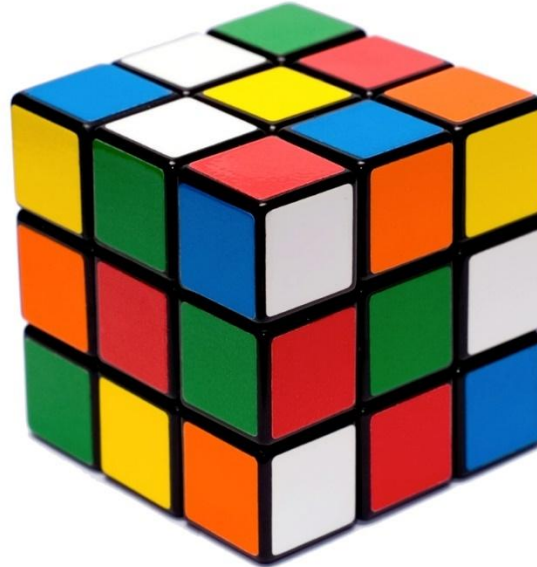


Organizations are complex and aligning them can be like solving a Rubik's cube.



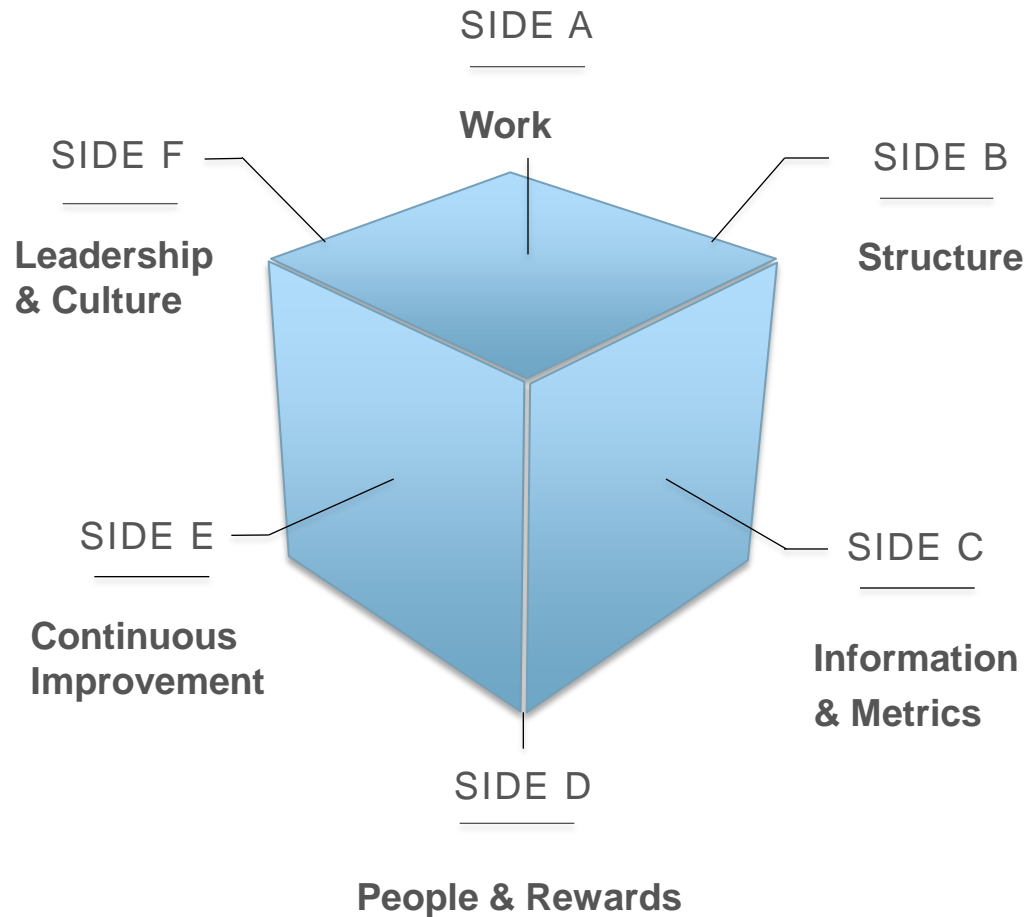
Tough, but doable (even quickly)!

The Complexity of the Cube (of Organizations)

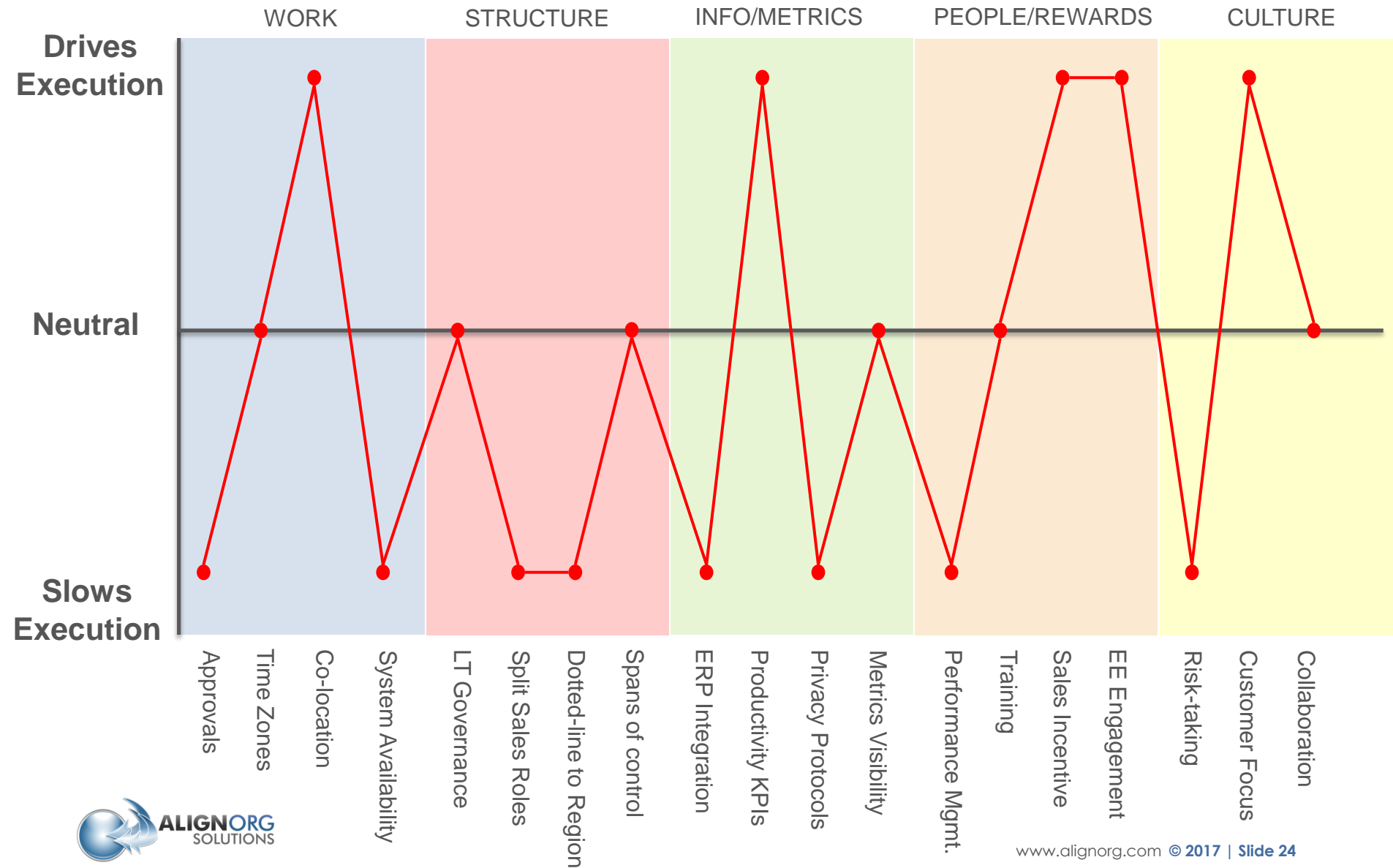


43,252,003,274,489,856,000
possible configurations

Use the Cube to Assess Misalignments and Recommend New Choices



What Organization Choices Are On Your Side?





Thinking about the transformation you are driving in your own organization

- Identify key organization choices (Remember to use the sides of the Cube as a prompt)
- Assess whether they are Driving or Slowing the execution of change
- Then, develop an action plan for how you will mitigate or realign the organization choices that aren't driving you forward



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.”

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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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