



Organization Design: How Do We Work Remotely Forever?

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A client-focused firm specializing in...

Strategy & Marketplace Differentiation

Diagnosis & Assessment

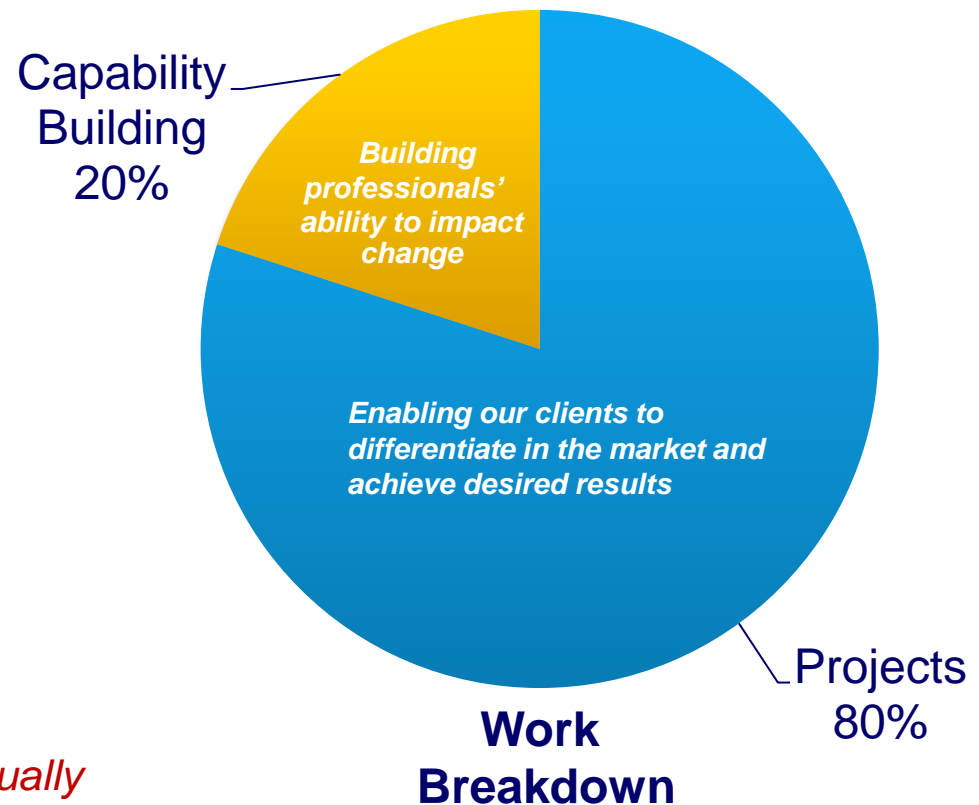
Organization Design

Change Leadership

Leadership Alignment

**To drive differentiation
through alignment**

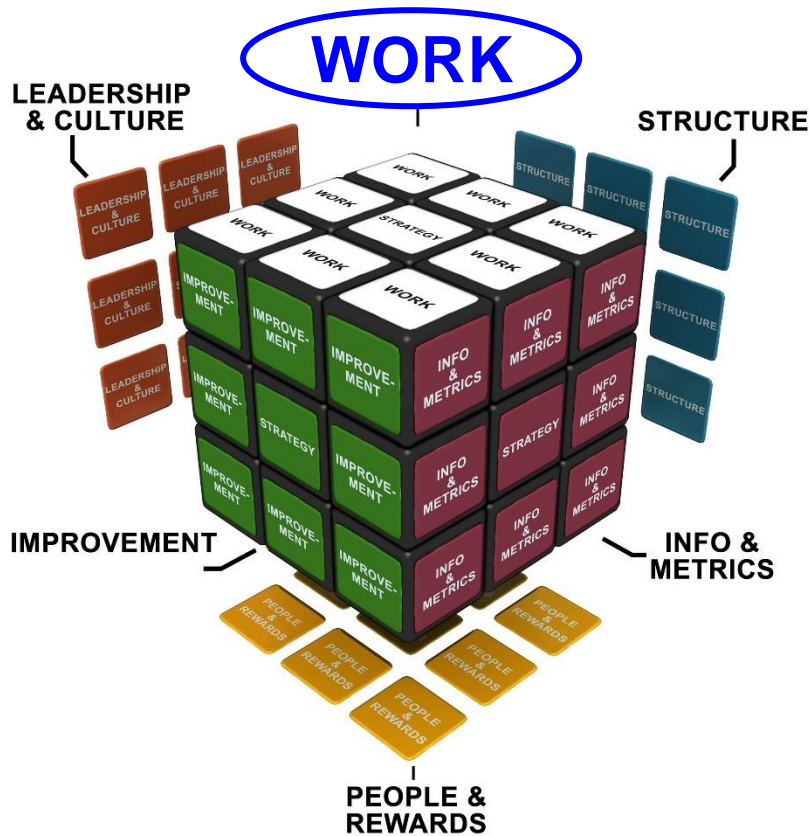
*Nearly all project work is happening virtually
during COVID-19*



- What **strategic issues** do executives need to consider when accepting new, virtual ways of working?
- What **organization design changes** do leaders need to make to enable not just makeshift, virtual ways of working but sustainable, effective ways of working?
- What **employee considerations** need to be taken into account as company cultures, employer-employee relationships, and social dynamics change inside companies?



What **work** must get done?



Invent new products

Close an acquisition

Sell a large tender

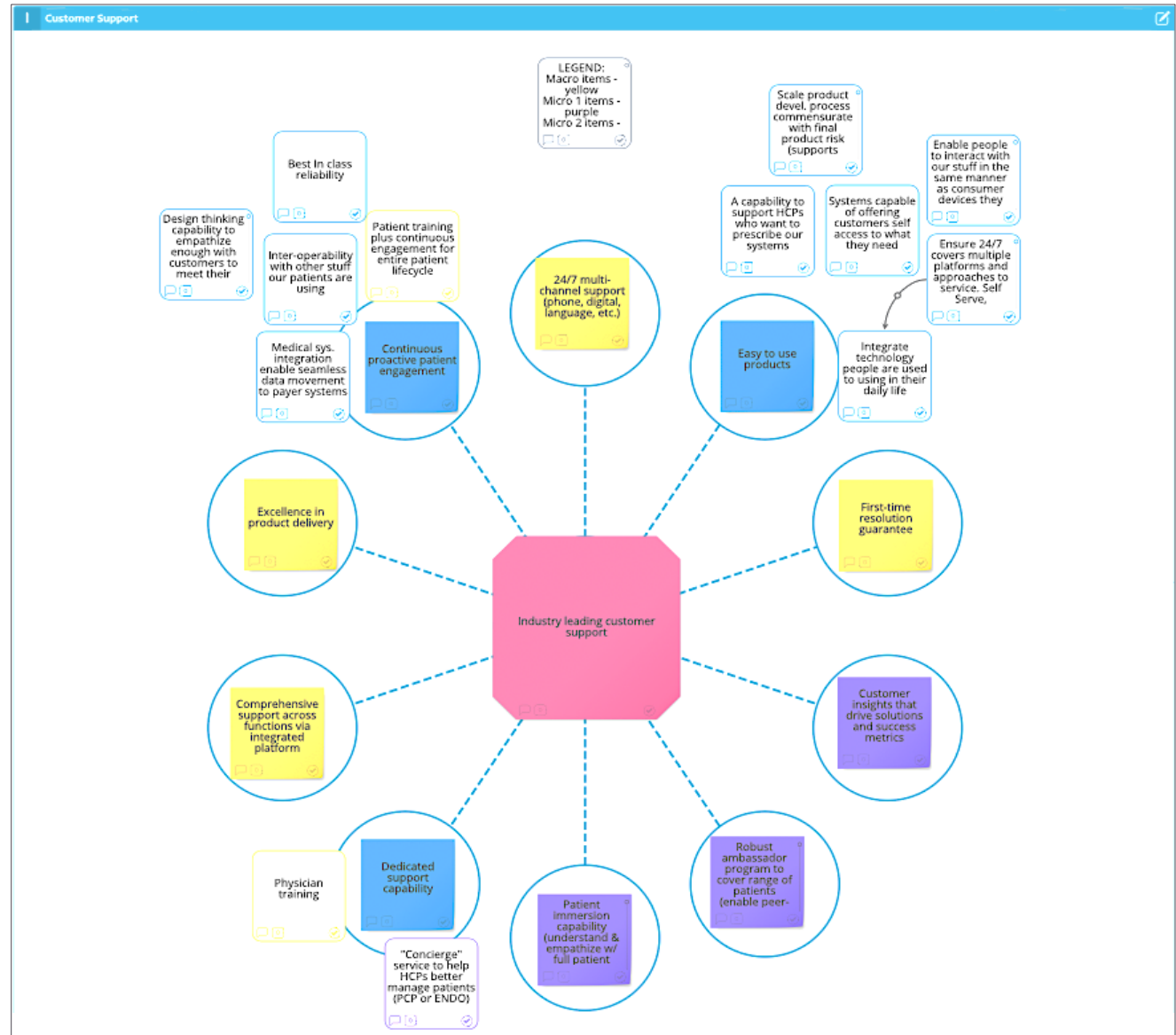
Conduct a financial audit

Redesign a key function

Stakeholder Identification and Stakeholder Requirements Example



Capability Development Example





Who needs to be included to get the work done?



How can decisions most effectively be made?

- Virtual, technology-enabled, face-to-face
- Decision model

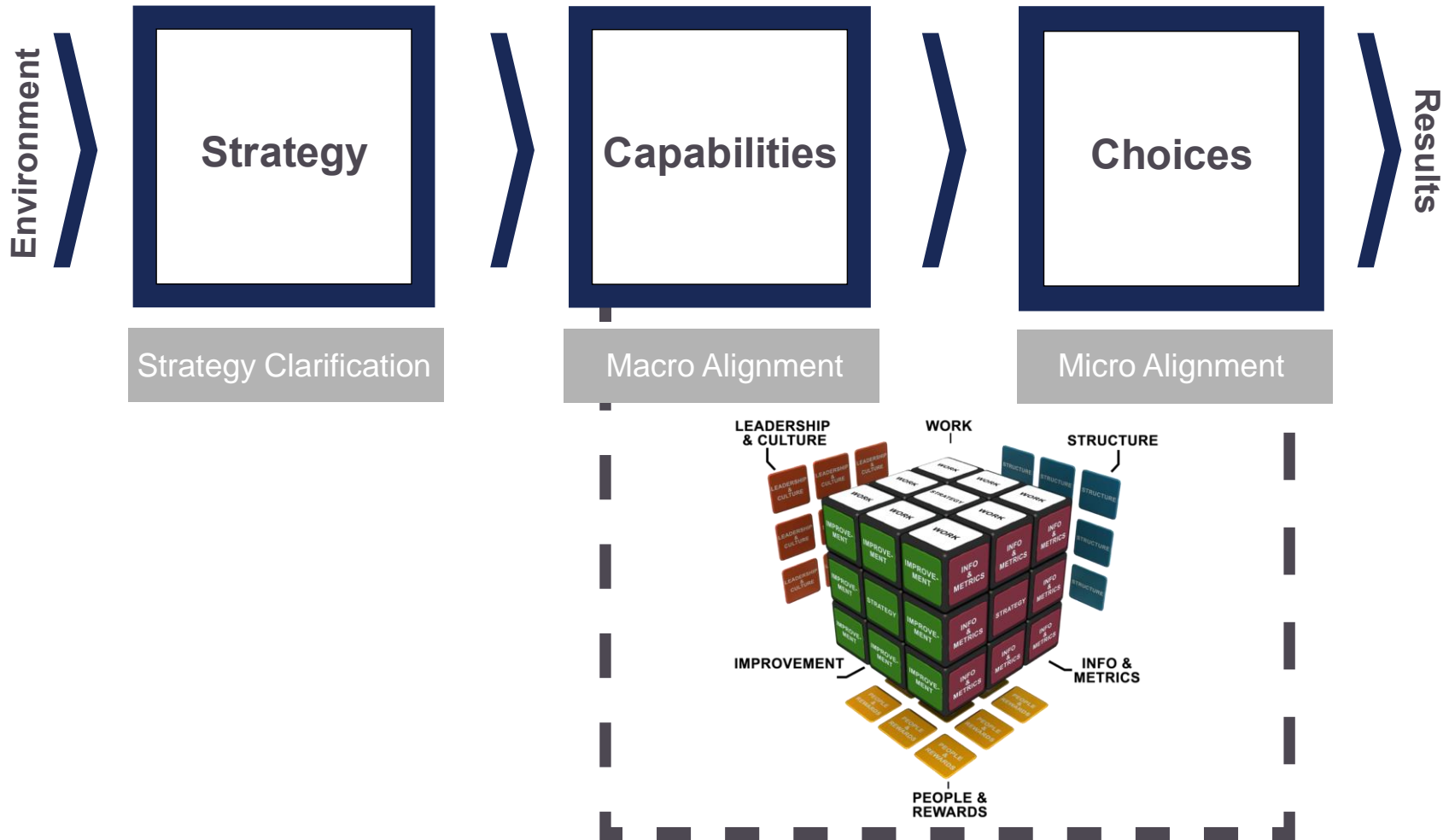


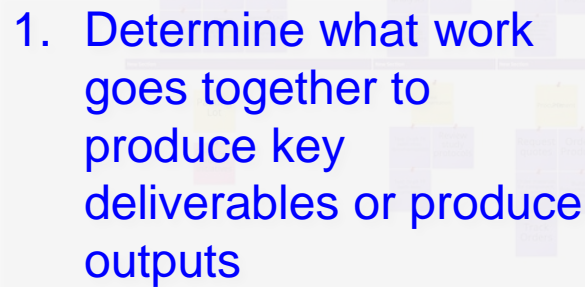
What cost/investments need to be factored in?



How fast can work be performed and/or decisions made?

The Organization "Cube" Model





2. Identify the challenges/risks in getting the work done in a remote setting

3. Redesign work/hand-offs, linkages or decision rights







- Interviews
- Gap Analysis
- Pre-read Material
- **Benchmarking/ Foresight (optional)**
- **Alignment Index**

- **Optional: Foresight Session**
- Stakeholder Requirements
- ANCHOR
- Differentiating & Enabling Capabilities
- Design Criteria

- Work Categorization & Placement
- Work Groupings
- **Operating Model**
- **Organizing Rationale**
- **Organization Chart**
- **Preparing for Micro Design**
- Linkages
- Decision Rights
- Organizational Scorecard
- Role Design

- Macro Design Review
- Value Point Mapping
- **Organizing Rationale**
- **Organization Chart**
- **Preparing for Journey Management**
- Linkages
- Decision Rights
- Metrics
- Role Design
- Staffing
- Culture & Leadership Behavior
- Use Case Testing

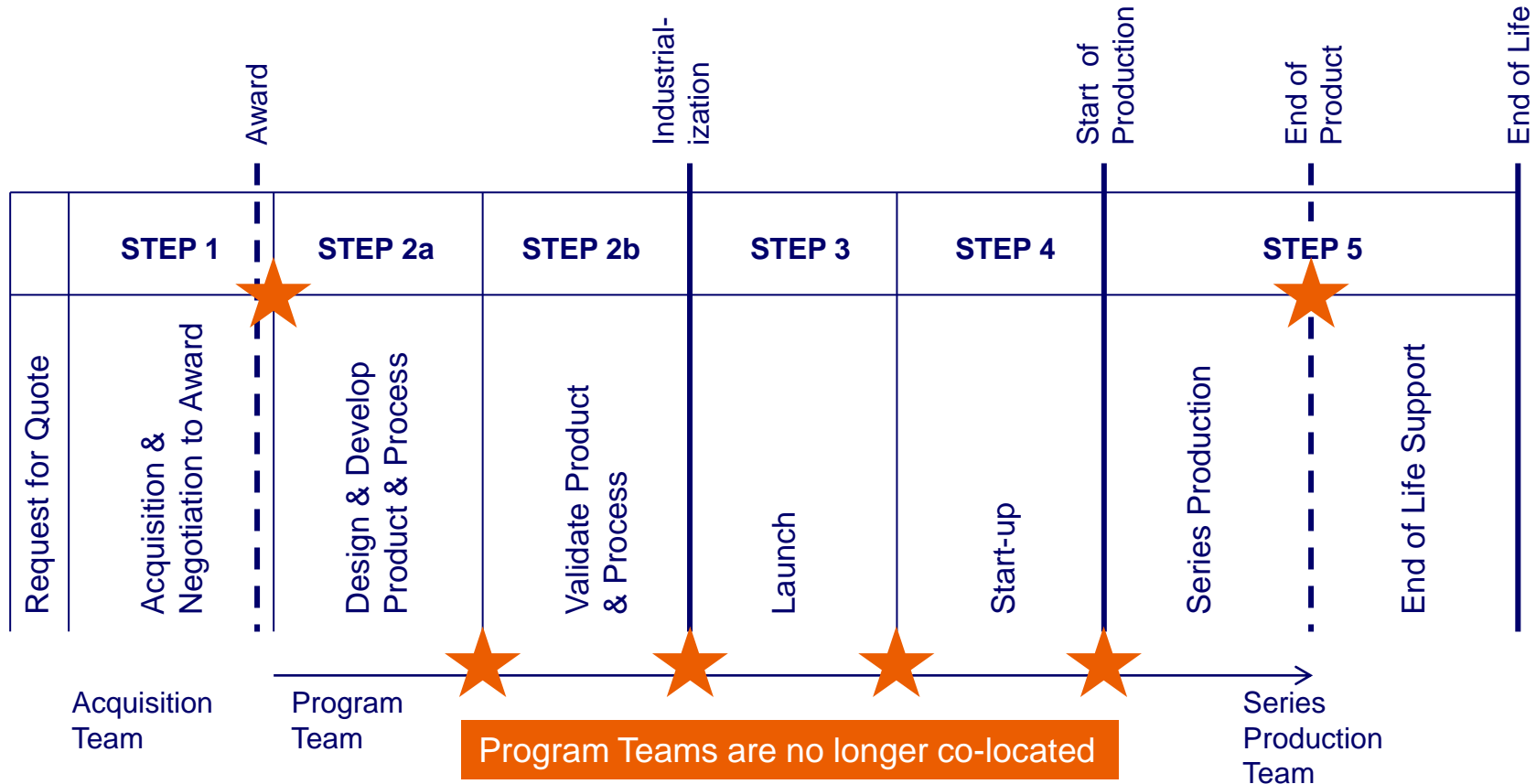
- Journey Management Support
- **Alignment Index (6-12-month cadence)**

Legend

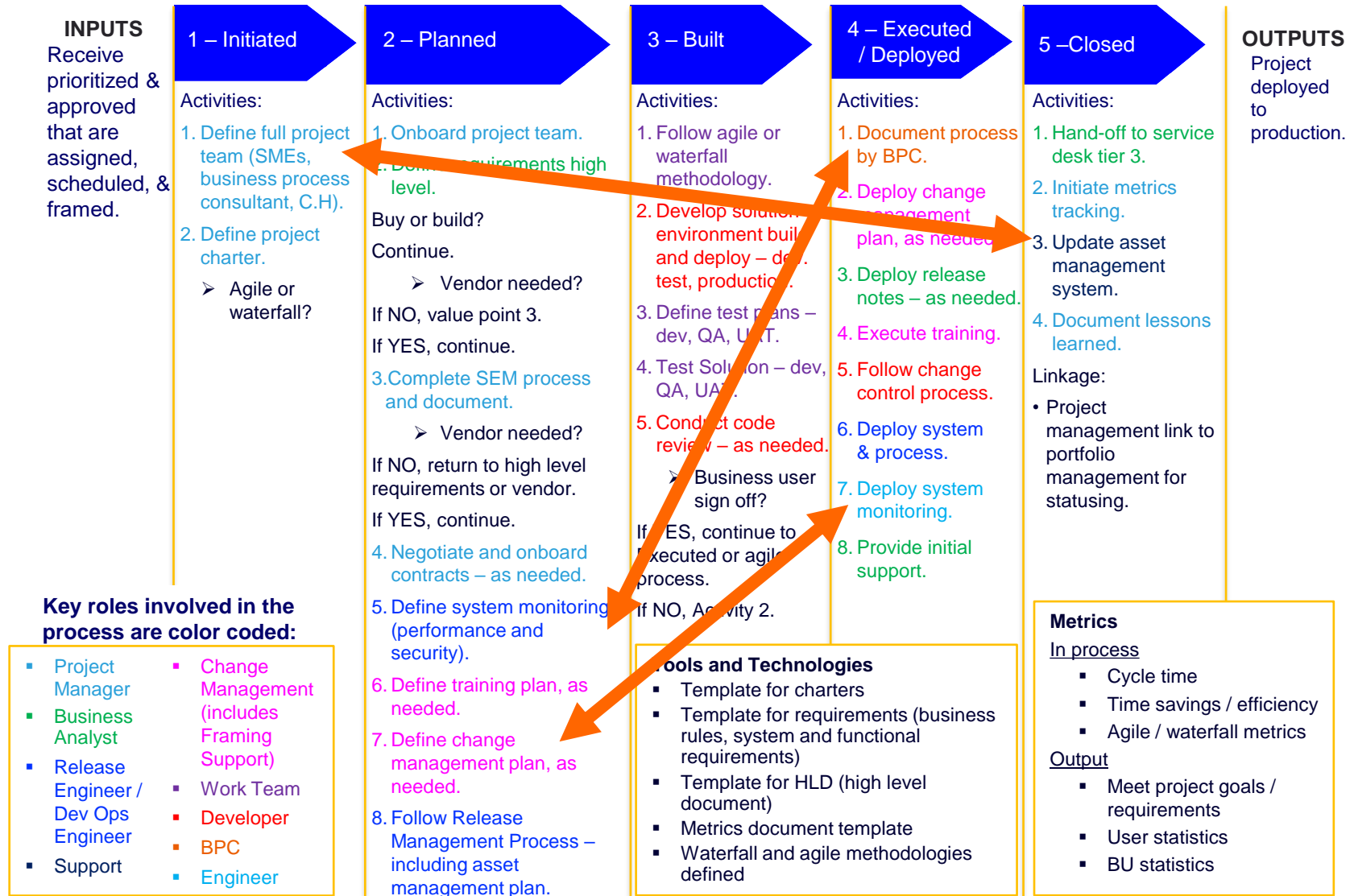
Virtual Design Session

Face-to-Face Design Session

A successful program can last 15-20 years...



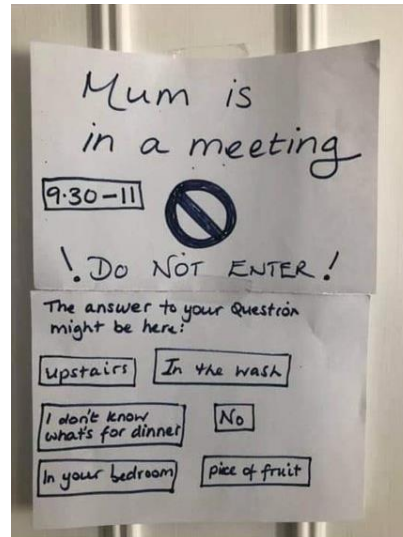
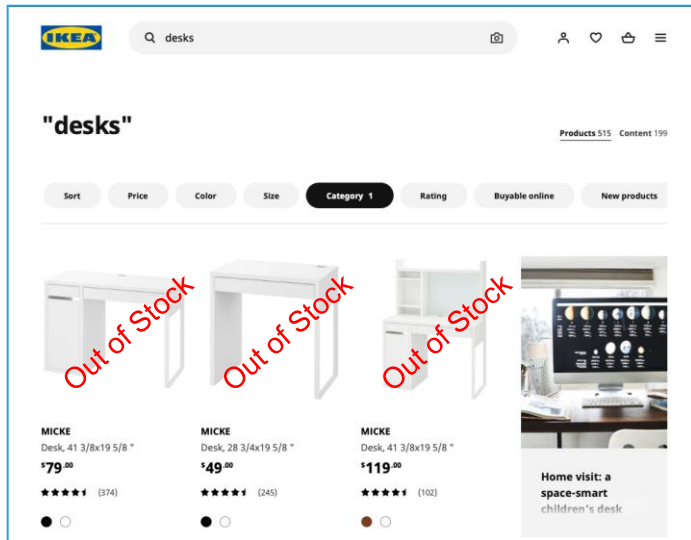
In addition to the key teams involved in each program, there are countless supporting roles and hand-offs



Linkage Need (Downsides or Risks to Mitigate or Overcome)	Linkage Design (Linking Mechanisms)	Linkage Details	Implement- ation Owner	Resource / Support Needs
Strategic plan development and articulation of trade-offs	Weekly Meetings Monthly Performance Review Meetings Quarterly Strategic Planning Meetings	<p>Heads of Support, Regulatory Affairs, Operations, and Technical will meet as follows:</p> <p>Weekly—30 min or less review of current priorities; agree to top priorities to hit site goals.</p> <p>Monthly—60 min review of month's performance and gaps; adjustments made to resource allocation across the site.</p> <p>Quarterly—120 min review of project completion, financials, and revisit previous trade-off decisions and set priorities/decision making principles for next quarter.</p>	Project Manager	<ul style="list-style-type: none"> • Business Analyst • Work Team • Engineer

Consider the significant changes to employees' work environment:

- Routines – start and finish of the day, school/work/meal schedules
- Physical environment – work location, voice or video
- Stakeholders – “Honey, you are *home*, right?”
- Communications – degree of effort to stay connected and aligned



iMessage
Today 1:49 PM

I am on the phone with customers and can hear screaming please stop

Employers need to change in order to support this new environment:

Needs that employers must support	Methods for supporting the adjustment as roles shift
Changing work responsibilities drive the need to establish <u>connections</u> differently	<ul style="list-style-type: none"> • Orientation to a new or changed team's mission and purpose • Evolution of one's network of coworkers • Familiarization with different information needed and where/how to get it
Maintaining <u>relatedness</u> and combating isolation	<ul style="list-style-type: none"> • Daily check-ins • Regular team meetings • Videoconferencing technology
Providing tools to enable <u>productivity</u>	<ul style="list-style-type: none"> • On-line collaboration platforms • Expense allowances/enabement for connectivity

1. How are executives rethinking the permanent ways of working in your organization?
2. What organization design changes need to be made to enable sustainable, virtual ways of working? Think about all sides of the Organizational Cube.
3. How are employee factors being taken into account as design decisions are made?



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Five Steps to Kicking Off a Successful Organization Redesign



Kicking Off a Successful Organization Redesign

A GUIDE FOR THE C-SUITE EXECUTIVE



Align
SOLUTIONS

- ✓ Does your organization need to change?
- ✓ What proven practices will help your organization redesign be successful?

Watch your email for a link to download a copy of this practical guide



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Reed 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 called, “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, Medtronic, and Danaher — through change successfully. When companies are looking to propel growth through organizational transformation, they call on Reed and his team.



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Todd Christian has led organization alignment projects for over 20 years in healthcare, insurance/financial services and retail. He has deep experience in leadership roles, organization transformation efforts, merger and acquisition integration, and project, program and project portfolio management. Todd has served in leadership roles ranging from frontline leadership in emergency medical services and the U.S. Marine Corps Reserve, to serving as 'Chief of Staff' for the CHRO of Nationwide Mutual Insurance Company, to most recently serving as a Vice President at Lowe's Companies, Inc. This has enabled him to understand the front line and the board room in relating to clients in all situations.

Todd has served on the Board of Directors of the Hispanic Chamber of Columbus Ohio and is currently serving on the Board of Directors for the Organization Design Forum and the Advisory Board for the Queens University of Charlotte Masters in Organization Development program.