



### Organization Design: How Do We Work Remotely Forever?

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### AlignOrg Solutions: What We Do

### 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





### Today's Objectives

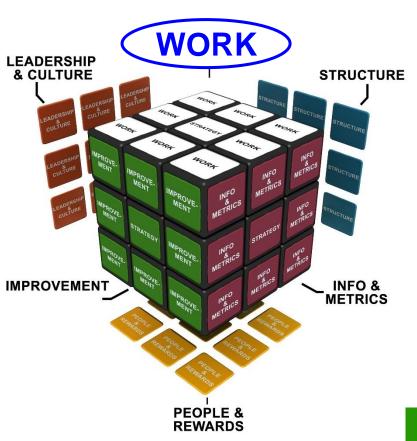
- What strategic issues do executives need to consider when accepting new, virtual ways of working?
- What organization design changes do leaders need to make to enable not just makeshift, virtual ways of working but sustainable, effective ways of working?
- What employee considerations need to be taken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





### Solve the White Side First

### What work must get done?



Invent new products

Close an acquisition

Sell a large tender

Conduct a financial audit

Redesign a key function



### AlignOrg Tools Facilitated Virtually

**Employees** 

Operations

**Business Units** 

Create Stakeholder Requirements

Consumers

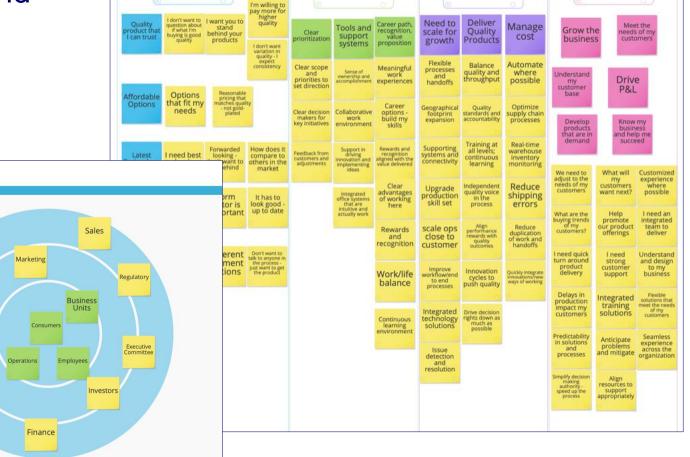
Stakeholder
Identification and
Stakeholder
Requirements
Example

**Define Stakeholders** 

Competitor

**Partners** 

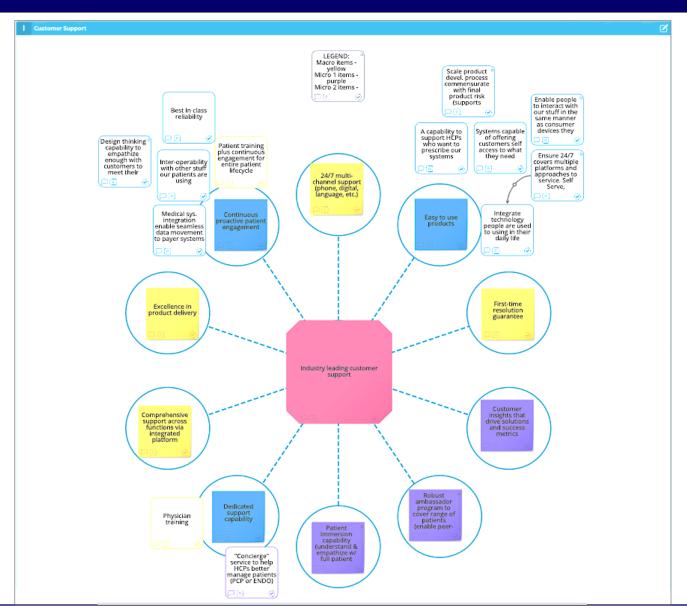
Board of





### AlignOrg Tools Facilitated Virtually

# Capability Development Example





### **Executive Considerations**



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



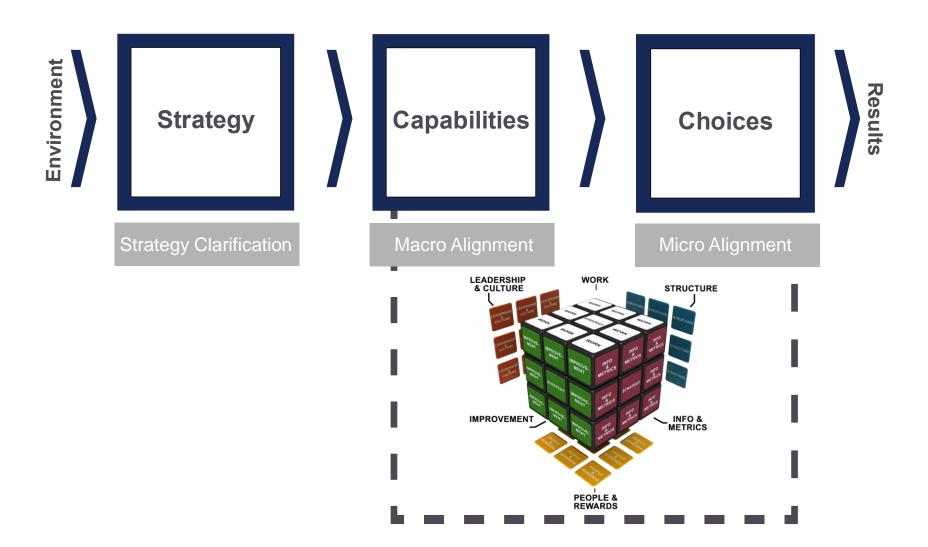
What cost/investments need to be factored in?



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

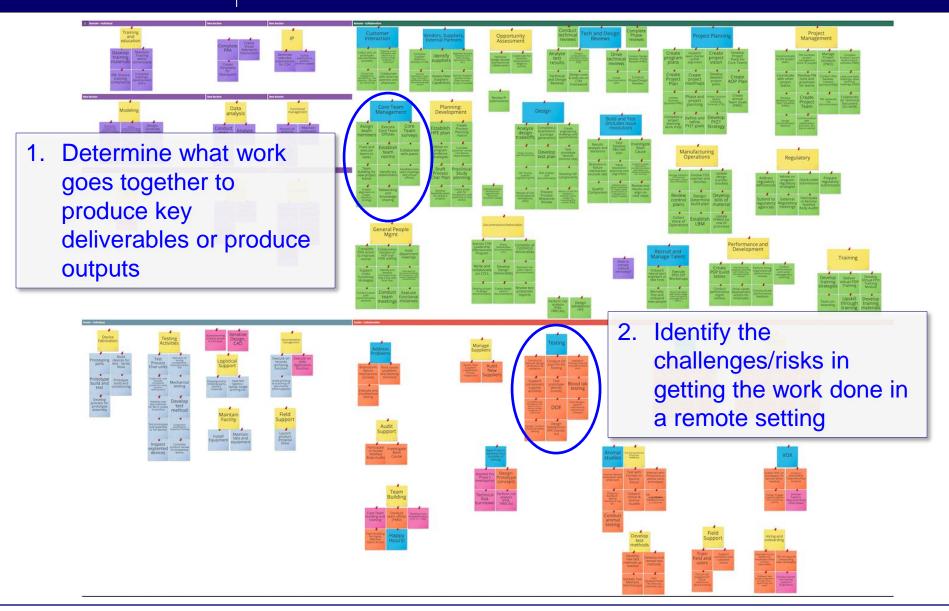


### The Organization "Cube" Model





### Case Study: Critical Work Groupings





### Rethink How Work Gets Done

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





### AlignOrg Method – COVID-19 State



- Interviews
- Gap Analysis
- Stakeholder Requirements
- ANCHOR
- Differentiating & Enabling Capabilities
- Design Criteria
- Work Categorization & Placement
- Work Groupings
- Operating Model
- Organizing Rationale
- Organization Chart
- Linkages
- Decision Rights
- Organizational Scorecard
- Role Design
- Preparing for Micro Design

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

Journey Management Support

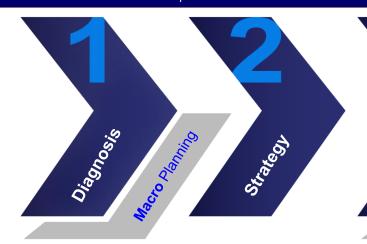
#### <u>Legend</u> Virtual Design Session

Face-to-Face Design Session



### AlignOrg Method – Blended State

Micro Ashming



- 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** 

Macro Design

Development

- 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 •

Micro Design

Alignment

Chonge A Anning

- **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)

Sustaination &

Legend

Virtual Design Session Face-to-Face Design Session

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### Program Development Process

#### 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



### Value Point Map – Linkages

#### **INPUTS**

Receive prioritized & approved that are assigned, scheduled, & framed.

#### 1 - Initiated

#### Activities:

- 1. Define full project team (SMEs. business process consultant, C.H).
- 2. Define project charter.
  - Agile or waterfall?

#### Key roles involved in the process are color coded:

- Project Manager
- Business Analyst
- Release Engineer / Dev Ops Engineer
- Support
- Change Management (includes Framing Support)
- Work Team
- Developer
- BPC
- Engineer

#### 2 - Planned

#### Activities:

- 1. Onboard project team.
- uirements high level.

#### Buy or build?

#### Continue.

- Vendor needed?
- If NO. value point 3.
- If YES, continue.
- 3. Complete SEM process and document.
  - Vendor needed?
- If NO, return to high level requirements or vendor.
- If YES, continue.
- 4. Negotiate and onboard contracts - as needed.
- 5. Define system monitoring (performance and security).
- 6. Define training plan, as needed.
- 7. Define change management plan, as needed.
- 8. Follow Release Management Process including asset management plan.

#### 3 - Built

#### Activities:

- 1. Follow agile or waterfall methodology.
- 2. Develop solulie. environment build and deploy - de test, production
- 3. Define test plans dev, QA, UTT.
- 4. Test Solution dev, 5. Follow change QA. UA
- 5. Conduct code review - as needed.
  - Business user sign off?
- If ES, continue to kecuted or agile process.
- if NO, Ac vity 2.

#### 4 – Executed / Deployed

#### Activities:

- 1. Document process 1. Hand-off to service by BPC.
- 2. Deploy change plan, as needed
- 3. Deploy release notes - as needed.
- 4. Execute training.
- control process.
- 6. Deploy system & process.
- 7. Deploy system monitoring.
- 8. Provide initial support.

#### 5 -Closed

#### Activities:

- desk tier 3.
- 2. Initiate metrics tracking.
- 3. Update asset management system.
- 4. Document lessons learned.

#### Linkage:

 Project management link to portfolio management for statusing.

#### **OUTPUTS**

**Project** deployed production.

#### **Metrics**

#### In process

- Cycle time
- Time savings / efficiency
- Agile / waterfall metrics

#### Output

- Meet project goals / requirements
- User statistics
- BU statistics

#### ools and Technologies

- Template for charters
- Template for requirements (business rules, system and functional requirements)
- Template for HLD (high level document)
- Metrics document template
- Waterfall and agile methodologies defined



### Linkages Need to be Updated

Linkage Need (Downsides or Risks to Mitigate or Overcome)	Linkage Design (Linking Mechanisms)	Linkage Details	Implemen- tation Owner	Resource / Support Needs
Strategic plan development and articulation of trade-offs	Weekly Meetings Monthly Performance Review Meetings Quarterly Strategic Planning Meetings	Heads of Support, Regulatory Affairs, Operations, and Technical will meet as follows: Weekly—30 min or less review of current priorities; agree to top priorities to hit site goals. Monthly—60 min review of month's performance and gaps; adjustments made to resource allocation across the site. Quarterly—120 min review of project completion, financials, and revisit previous trade-off decisions and set priorities/decision making principles for next quarter.	Project Manager	<ul> <li>Business     Analyst</li> <li>Work Team</li> <li>Engineer</li> </ul>

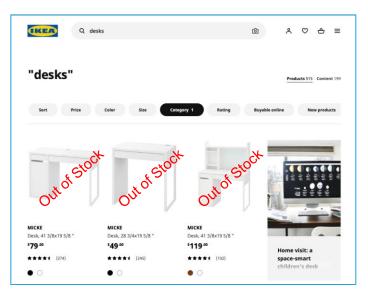
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### **Employee Considerations**

#### Consider the significant changes to employees' work environment:

- Routines start and finish of the day, school/work/meal schedules
- <u>Physical environment</u> 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



### **Employee Considerations**

### **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 connections differently	<ul> <li>Orientation to a new or changed team's mission and purpose</li> <li>Evolution of one's network of coworkers</li> <li>Familiarization with different information needed and where/how to get it</li> </ul>	
Maintaining <u>relatedness</u> and combating isolation	<ul><li>Daily check-ins</li><li>Regular team meetings</li><li>Videoconferencing technology</li></ul>	
Providing tools to enable productivity	<ul> <li>On-line collaboration platforms</li> <li>Expense allowances/enablement for connectivity</li> </ul>	



### Personal Reflection

- 1. How are executives rethinking the permanent ways of working in your organization?
- 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?

Stay tuned for a great, new executive guide

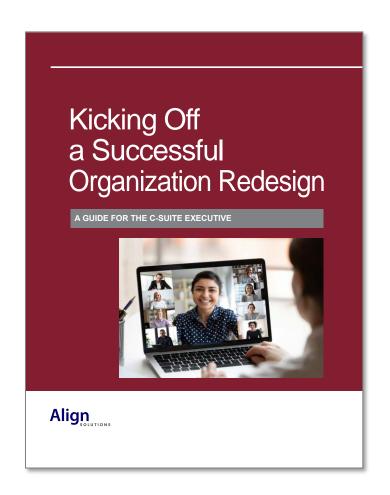


# Five Steps to Kicking Off a Successful Organization Redesign





# Kick Off a Successful Organization Redesign



- ✓ 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 <u>Mastering the Cube: Overcoming Stumbling</u> <u>Blocks and Building an Organization that Works</u>, 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.



### **Todd Christian**



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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.