



Kicking Off a Successful Organization Redesign

Reed Deshler, Principal

A client-focused firm specializing in...

Strategy and Marketplace Differentiation

Diagnosis and Assessment

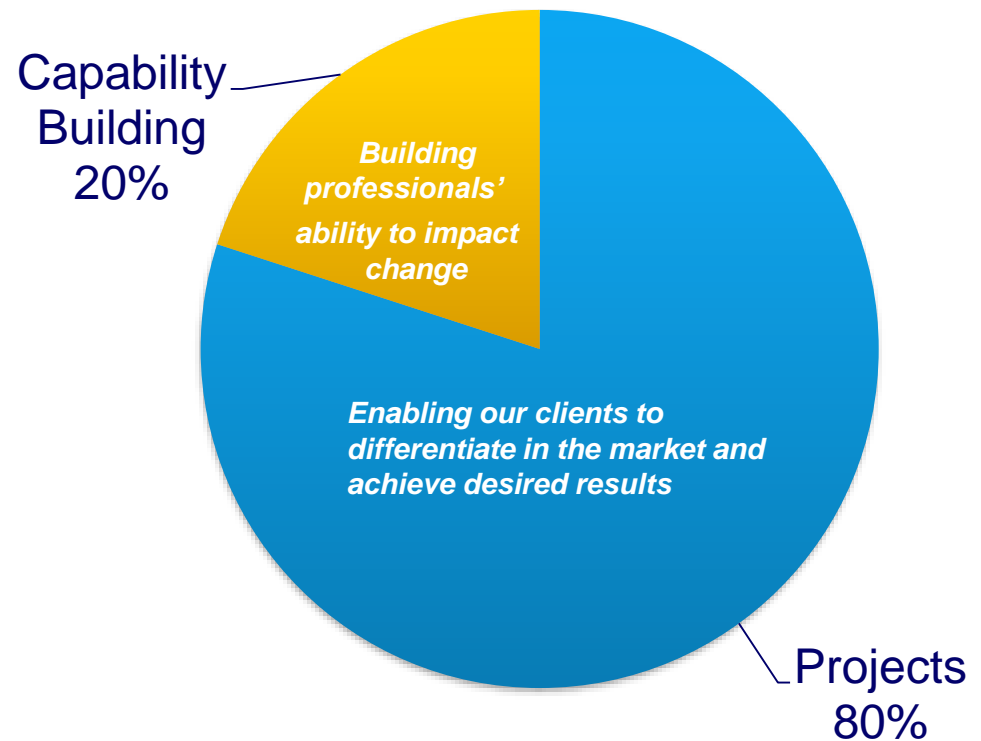
Organization Design

Change Leadership

Leadership Alignment

To drive differentiation through alignment

Work Breakdown



- What **role do leaders need to play** in launching a successful organization redesign?
- How do HR practitioners and other **change partners set the stage** for success?
- How do you ensure you have the **right people involved?**
- What techniques help ensure the **acceptance and adoption of organizational changes** throughout the organization?

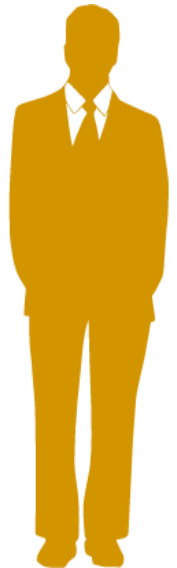
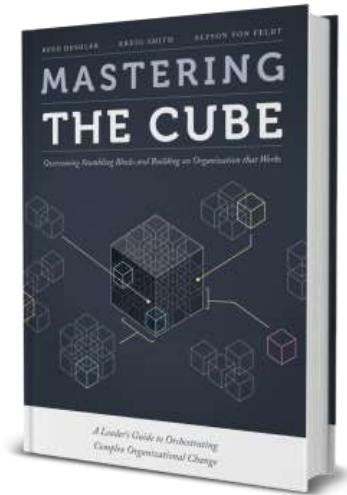


“Our belief is that all enterprise leaders should consider themselves alignment leaders along with the other roles they play.”



“We call this role the **Chief Alignment Officer**...and believe “they must...attend to the health and effectiveness of the[ir] organizations...”

“Leader[s]...should feel the strong support of a **change partner** who can chart a road map for any scale of [change], facilitate discussions, and provide tools for moving firmly and rapidly to build out capabilities across all the six sides of the organizational cube.”





Alignment Leader...

Makes Choices & Trade-offs

Ensures Alignment

Drives Change

Builds Capability



Change Partner...

Diagnosis

Tools/Process

Thought Partner/Sounding Board

Marks the Path

Five Steps to Kicking Off a Successful Organization Redesign



Five Steps to Kicking Off a Successful Organization Redesign



Know Your Outcomes

Business Outcomes



=

The Change



+

Degree of Implementation



+

Behavior Change



What results
do you want to
change?

What
guardrails do
you have?

How committed are
you and your
organization to making
the changes needed?

What does good
look like?

Five Steps to Kicking Off a Successful Organization Redesign



Sponsor

Strategy + Design Criteria



Facilitator

Design Session

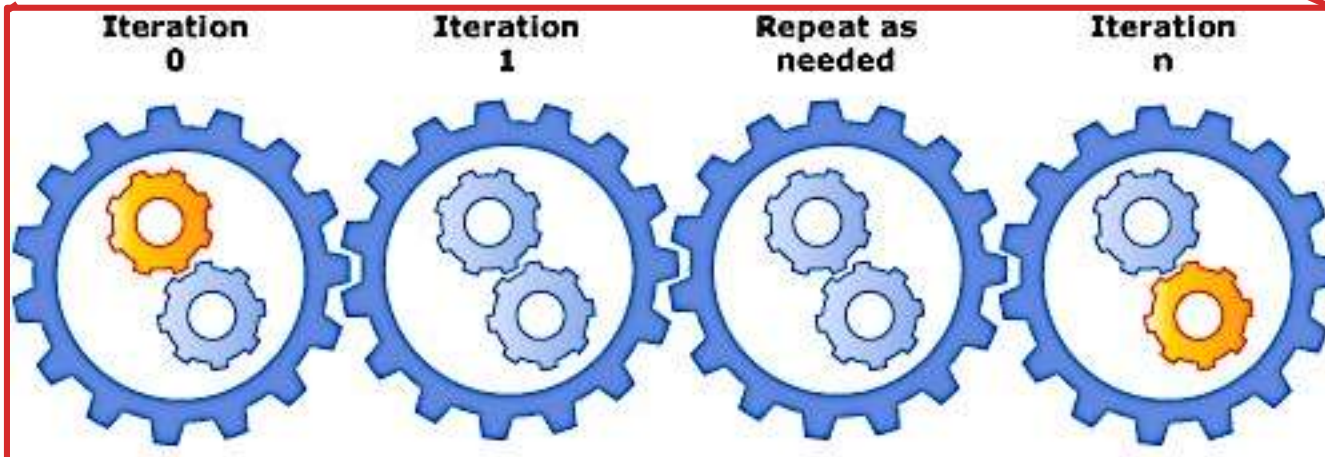
When assembling your design team, look for individuals who:

- Are willing to learn and experiment
- Exhibit strong strategic thinking skills
- Are able to change directions quickly, and can work iteratively
- Push performance and constantly reach for higher goals
- Communicate effectively
- Consistently offer fresh perspectives
- Can step back from their personal perspectives and see an organization from a strategic level
- Are willing to concede to group consensus after healthy deliberation
- Put the best interest of the company before their own, even if there are personal impacts
- Bring technical skills and analytical capabilities

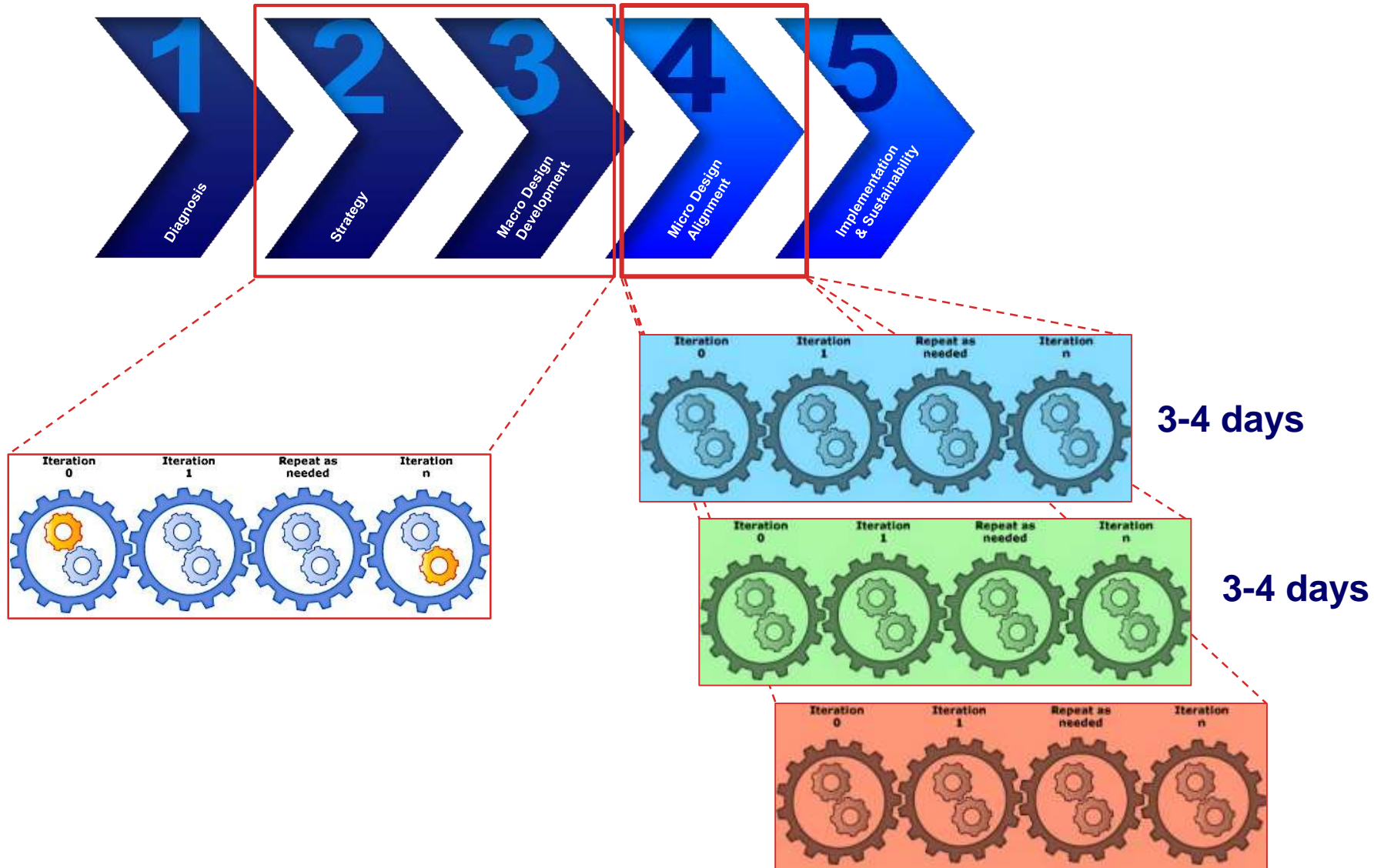
Five Steps to Kicking Off a Successful Organization Redesign







3-5 days

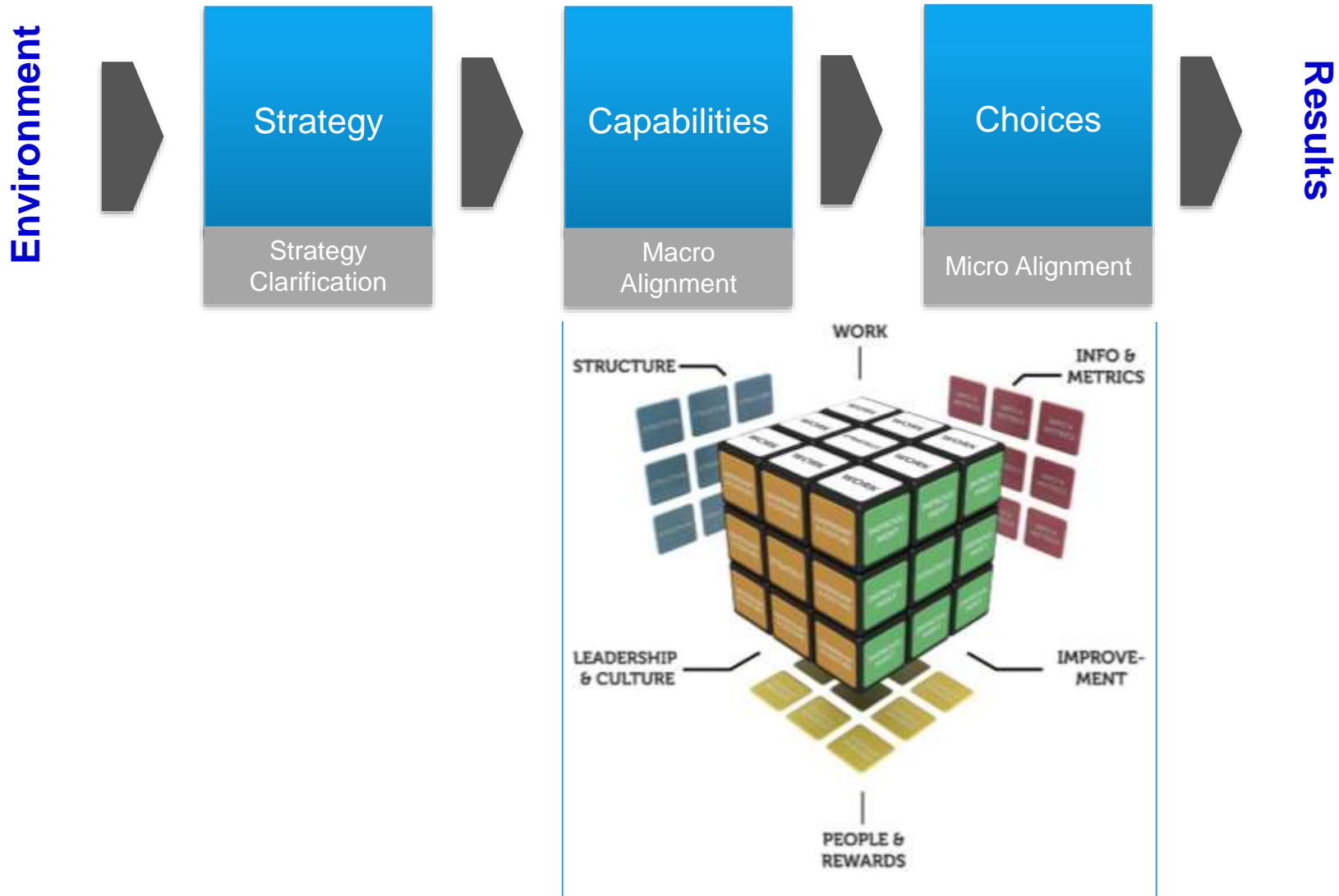


Five Steps to Kicking Off a Successful Organization Redesign



If you don't know how to do it, it can be frustrating and overwhelming.





**Environment
“Requirements”**

**Strategy
Clarification**

**Macro
Alignment**

**Micro
Alignment**

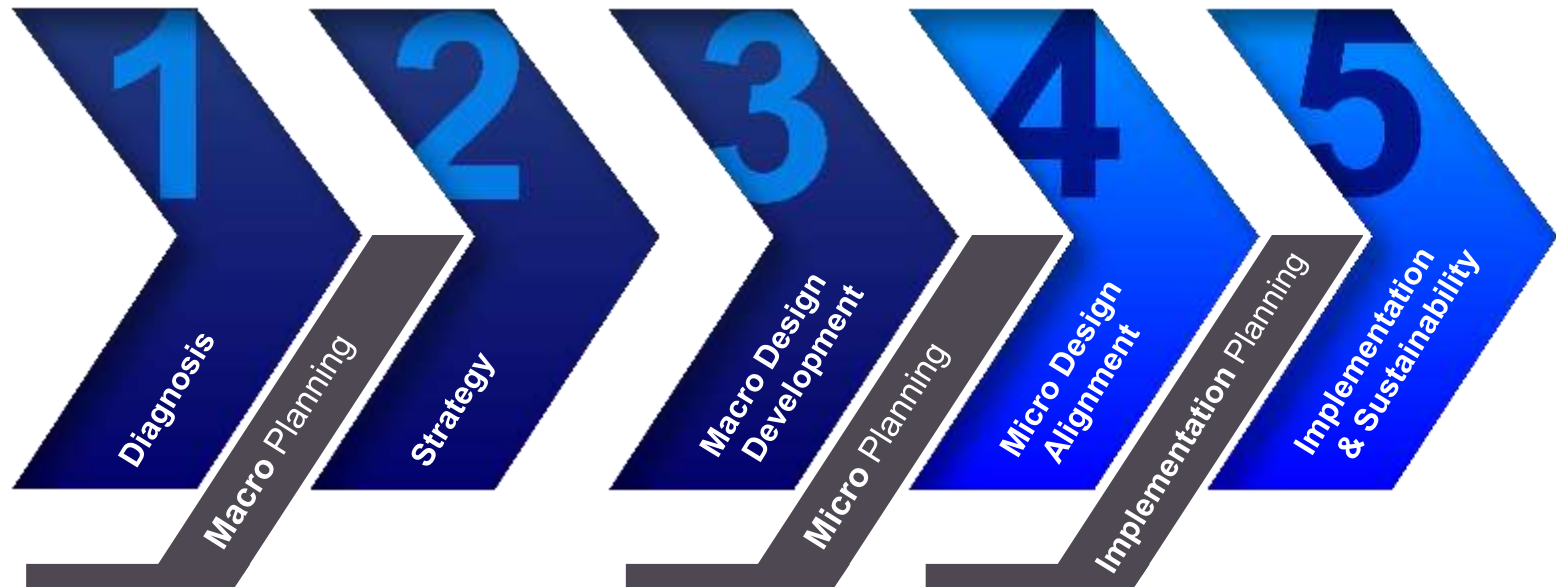
Results

Environment Tools	Strategy Clarification Tools	Macro Alignment Tools	Micro Alignment Tools	Results Tools
<ul style="list-style-type: none"> Stakeholder Requirements Voice of Customer Benchmarks 	<ul style="list-style-type: none"> ANCHOR Differentiating Capabilities Design Principles/ Criteria Trade-off Table Mission/Vision 	<ul style="list-style-type: none"> Work Categorization & Placement Business Model Organizing Rationale Linkages & Matrix Responsibility Chart Organization Scorecard 	<ul style="list-style-type: none"> Aligning Organizing Choices Choices Prioritization Process Design Span of Control/ Layers Metrics Role Definitions Reward Design Staffing Analysis Strategic Culture Behaviors 	<ul style="list-style-type: none"> Gap Analysis Diagnostic Framework

Five Steps to Kicking Off a Successful Organization Redesign



Alignment Leadership



How will the initiative be set up for success?

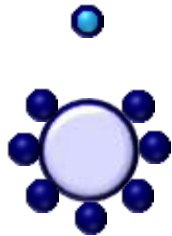
How does your organization intend to "win"?

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

How will the new organization work?
What choices need to be redesigned to drive strategy?

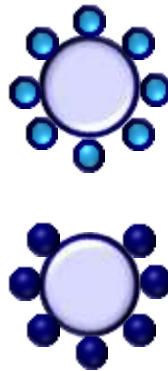
How will we effectively transition to the new design and realize results?

- What are the key decisions?
- Who has the authority to make the decisions? Can anyone veto or overrule a decision?
- What buy-in or commitment is essential to move forward? How fast do we need to make this decision?



Single Leader

"Thanks for your input, I will make the decision."



Executive Team

"I will take our recommendation to the executives for a decision."



Design Team

"We will make the decision as a group."

Group Decision Making:

*"I can **support** the direction we are recommending (even if it isn't my first choice)."*

*"We all agree and are in complete **consensus** this is the best decision and direction to go."*

1. Do I know what role I need to play in our upcoming organization redesign? Alignment Leader or Change Partner?
2. Have we been paying attention to the five steps of a successful organization redesign?
3. What adjustments should my organization be making to ensure success?



Stay tuned for an additional tool



Let's take a look inside...



Design From the Outside In

Align your strategy around a clear and targeted customer experience. It is critical to continually assess customer needs and experiences to ensure long-term viability and success.



Design for Differentiated Delivery

Know your customers, and build strong integrated work processes that meet their needs in just the right way to deliver exceptional value. To differentiate against your competitors, you need more than great products and services; you need different work processes that set you apart.



Consider Virtual Delivery Options for Performing Work

Assess how different types of work can best be delivered. Select the work location that fits the work to be done, the availability of talent and the optimal workflow and time zone.



Measure the Whole Process, Not Just the Outputs

Design measurement systems that are simple, yet complete. Ensure that not all metrics are focused on the outputs of work efforts – focus also on operational and input metrics



Align Skills Capabilities with Strategy

Ensure people processes work for you (not the other way around). If necessary, revamp people selection processes, employee development practices, performance management systems, and reward systems so that they are all align with the ultimate strategic aims of the organization.



Build Renewal Mechanisms into Your Daily Operations

Adopt a formal continuous improvement approach/methodology to ensure constant organizational renewal and address gaps that surface.



Develop Alignment Leader® Competencies

Build Alignment Leader® capabilities throughout your organization. Having an organization full of Alignment Leaders can help achieve the strategic differentiation needed to deliver results in a sustainable way.

Follow a Proven Approach

Use a systematic approach or methodology (like the Cube mode) that is proven, repeatable, and scalable.

Strive for Aligned Choices, Not Best Practices

Ensure aligned organization choices over misaligned best practices.

Thank you!

Ensure your organization
redesign success:

***66 Organizational Alignment
Tips for Executives to
Accelerate Profit and Growth***

Download the app!

<https://66tips.alignorg.com>

or watch your email for the link



Not in the App stores, only available using this link



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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 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, 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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