



Organization Design: A Source of Hope for Organizations, Leaders, and Employees

Reed Deshler & Ken Thompson

**A client-focused firm
specializing in...**

***Strategy & Marketplace
Differentiation***

Diagnosis & Assessment

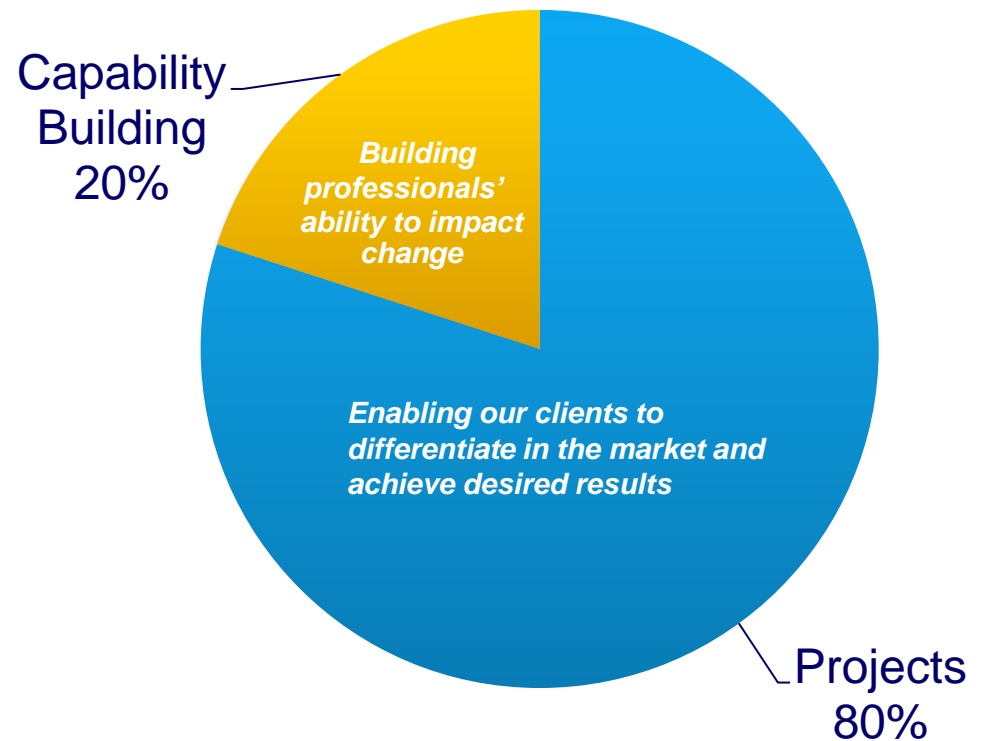
Organization Design

Change Leadership

Leadership Alignment

**To drive differentiation
through alignment**

Work Breakdown



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



- How can an organization design initiative be a **catalyst for optimism** in companies?
- How can leaders kindle energy and focus among their organizations to **spur renewal, a turnaround and strategic differentiation**?
- How can employees experience an organization redesign as a **positive change** rather than as another disruption in a world full of disruptions?
- How can organizations take advantage of the current climate to make changes that will not only ensure **survival but also success**?



Optimism is a way of thinking; it's an attitude.

Our thoughts influence our emotions, which impact our behaviors.

Increase optimism by changing your thoughts.

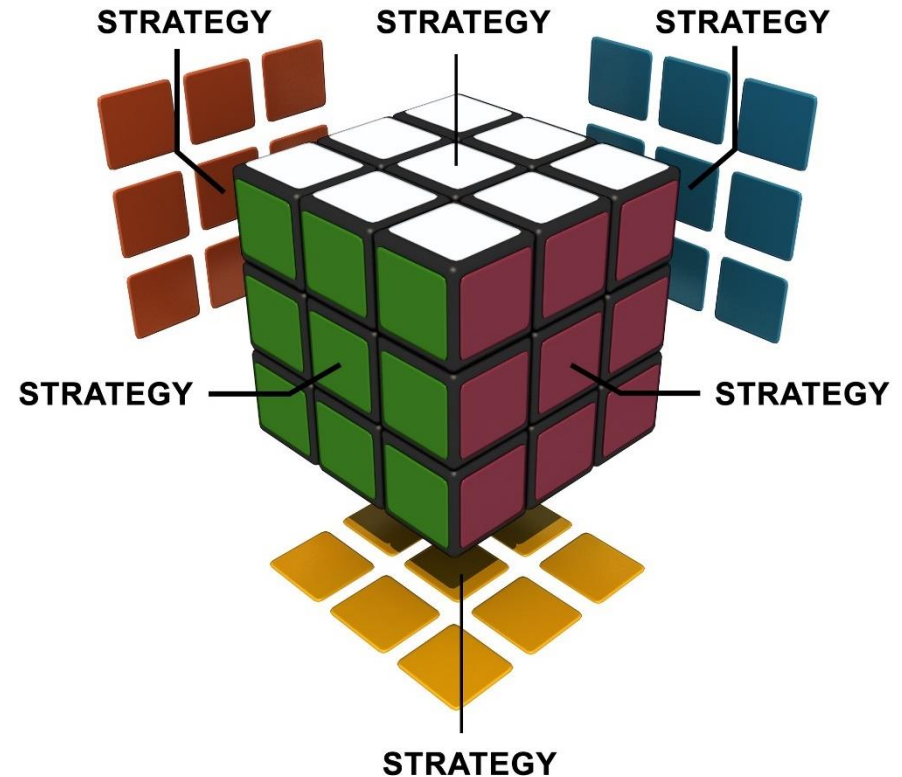
But it is not so easy; we all have some habits of negative or “realistic” thinking.

Some are so automatic; we aren't aware of them!

– Dr. Laura Heft

Key strategic questions:

- Where do we want to be after the crisis has passed?
- What differentiated strategy would help us achieve our goals?
- What tough choices do we need to make now so we can accelerate our path to recovery or to marketplace success?
- How do our organization choices need to be realigned to focus our resources and deliver a differentiated outcome?





- ✓ New Perspectives, New Insights, New Choices
- ✓ New or Refreshed Career Opportunities
- ✓ New Business Potential
- ✓ New Energy, Renewed Focus

Hope is an optimistic state of mind that is ***based on an expectation of positive outcomes*** with respect to events and circumstances in one's life or the world at large. Its definitions also include: ***"expect with confidence"*** and "to cherish a desire with anticipation."

To get these benefits, you have to do it right!

Organizational Alignment

Ensure strategy, capability and choices are aligned

Co-Creating

Involve a broad group of subject matter experts in organization alignment

Staffing Follows Structure

Examine needs and align talent accordingly

Cost Savings

Resource strategic work while reducing less strategic work

Organizational Alignment: Designing from the Outside In

Strategy

Why will we
be chosen
over our
competitors?

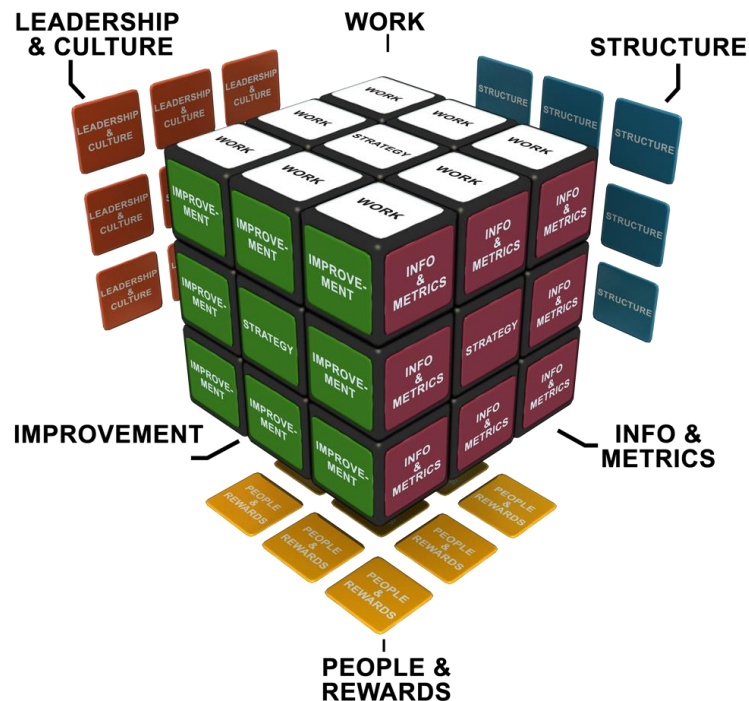
*We offer the
broadest
diagnostic
portfolio*

Capabilities

What work
(capabilities)
drives
differentiation
(the reason we are
chosen)?

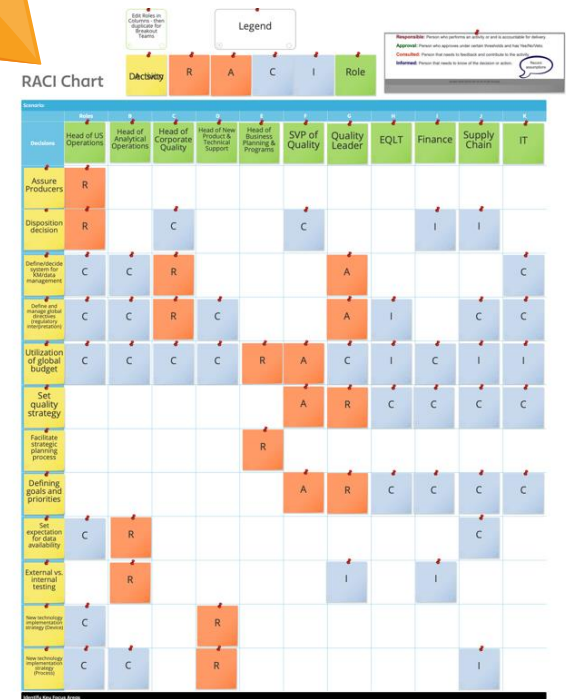
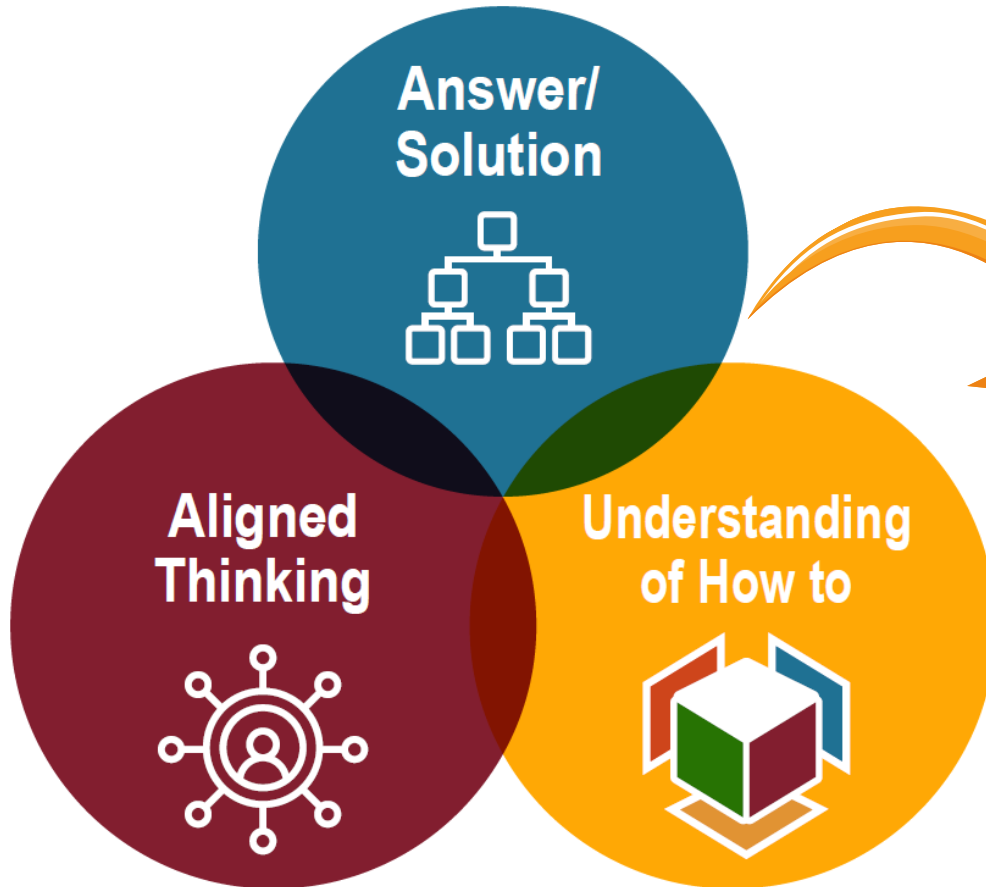
*World-class
M&A
capability*

Choices



Aligned or Misaligned?
Decentralized legal team

Co-Creating: Organization Design Is a Change in Thinking



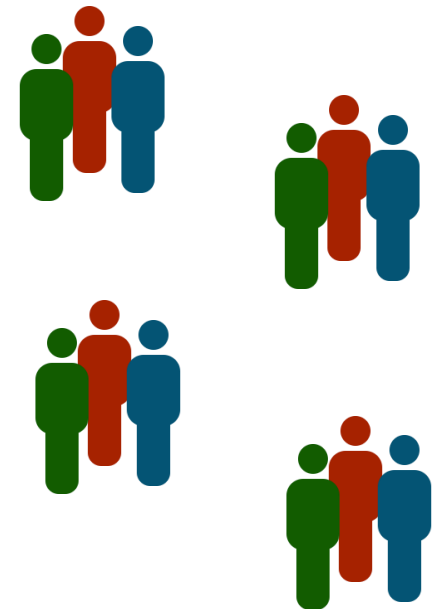
GEOGRAPHY



PRODUCT



CUSTOMER



All organizing approaches have benefits and risks – understanding the trade-offs is key

Practice using the logic of one business model on another.

- 1. Pick an industry and a business model and identify the prevailing business model of that industry (standardization, ubiquitous locations, service, etc.)**
- 2. Pick any other industry or service**
- 3. Overlay the logic of the second industry on the first.**

Humana®



 **Spotify**®



GE Healthcare



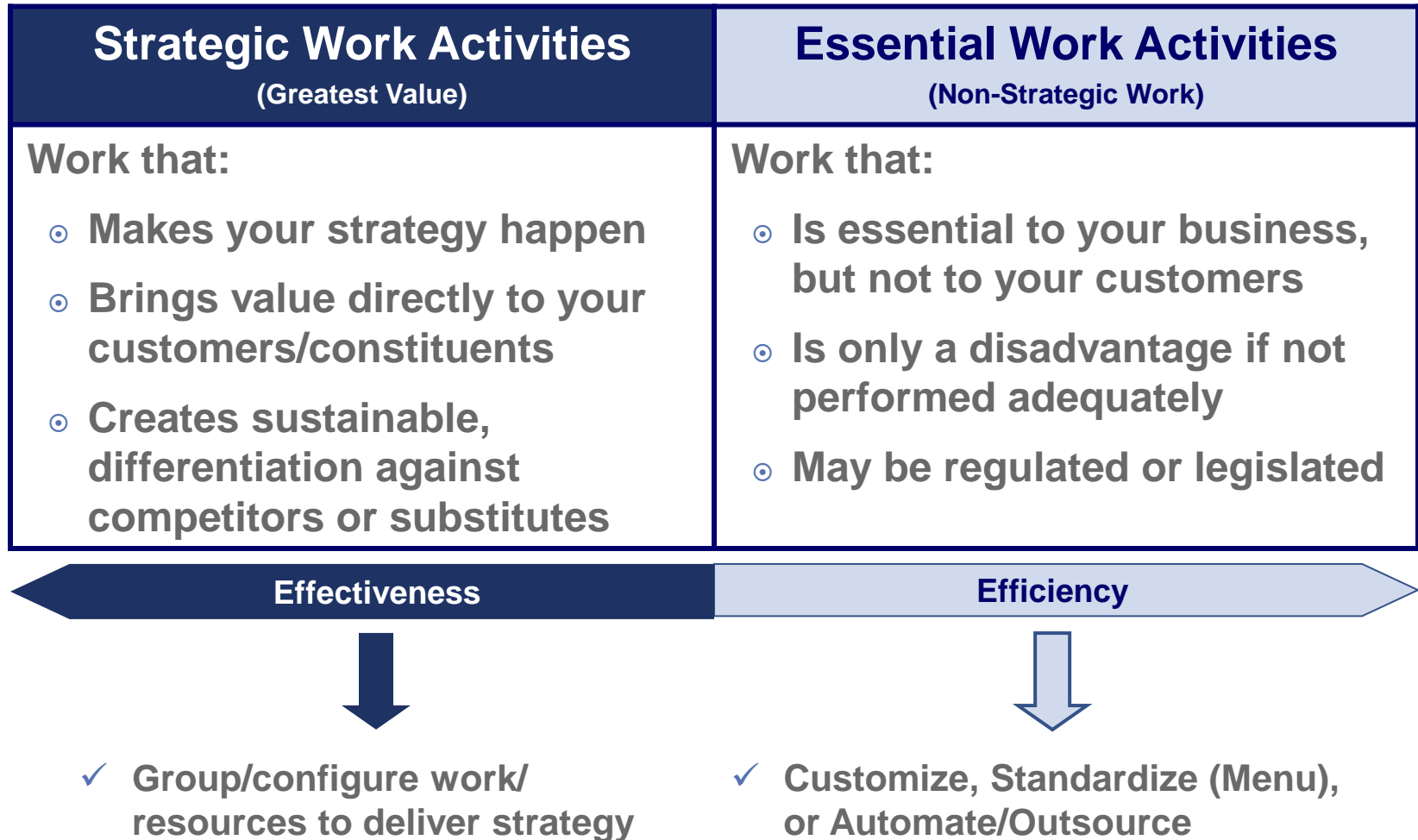
Hertz®

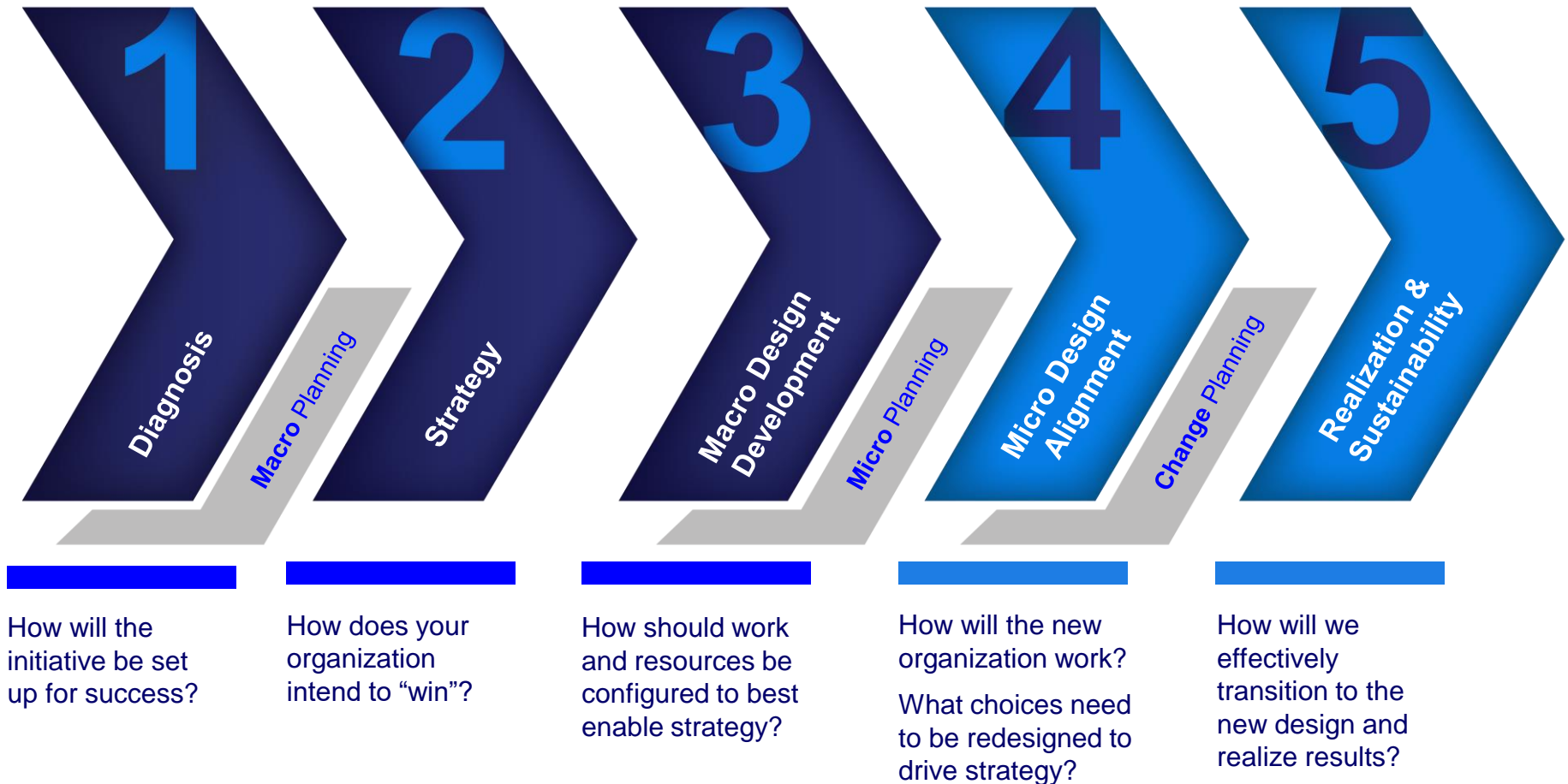


Spur Innovative Ideas Through Cross-Pollination



Storytelling/case studies
Benchmarking
New talent/talent rotation
Studies/ research
Best practices





1. How has your organization shifted from reacting to the COVID-19 situation to proactively planning for how to win in the future?
2. How will you create the conditions for deep, thoughtful, timely organization alignment discussions to happen?
3. What approach will help energize your organization, your leaders and your employees to come out of today's uncertainty with hope?



Stay tuned for a great, new executive guide

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 pre-release copy of this practical new 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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Ken Thompson is a business leader with vast experience in company turn-around strategies and growth management involving strategic organization design, operational efficiency, and accountability-driven leadership. Ken is an organizational growth specialist that helps companies manage rapid or stagnate growth by providing the right framework, including diagnosis, strategy, organization design, best business practices, technology, recruiting talent, and operational excellence to achieve the desired outcome. Ken has served in many pivotal leadership roles in industries ranging from the Department of Defense, logistics and supply chain, and fashion and apparel.

Ken has presented organizational design concepts/models to the Chairman of the Joint Chiefs of Staff, King Abdullah II (Jordan), the Singaporean prime minister, governors of Alabama and Arizona, senators and members of Congress, and numerous corporate CEOs and presidents.

Ken is Lean Six Sigma certified, a certified transportation expert, and has his DoD fiscal law certificate.