



Strategic Organization Design Trends: What is the Right Organization Design Model

Webinar

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A client-focused firm specializing in...

Strategy and Marketplace Differentiation

Diagnosis and Assessment

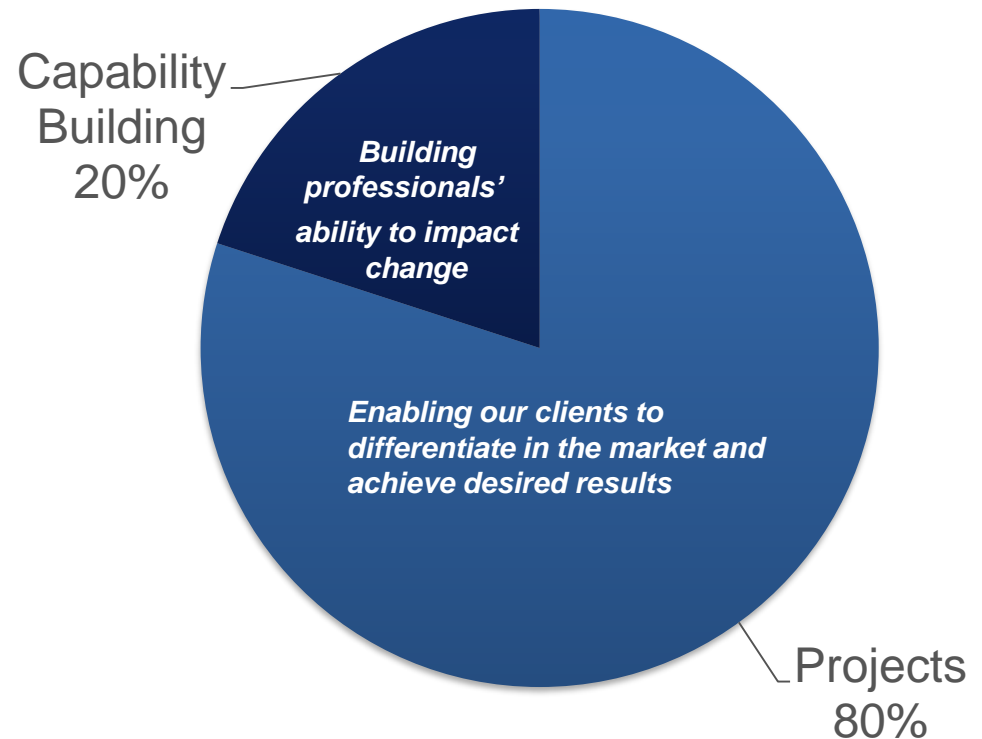
Organization Design

Change Leadership

Leadership Alignment

To drive differentiation through alignment

Work Breakdown



Keys to Factors Shaping Future Organization Designs

- **How will Agile ways of working continue to transform how organizations innovate and deliver value**
- **What does digital transformation mean for competitive strategy and the design of traditional organizational capabilities and functions**
- **How are virtual, connected organizations enabling new business models and innovative resource allocation**



Agile Ways of Working

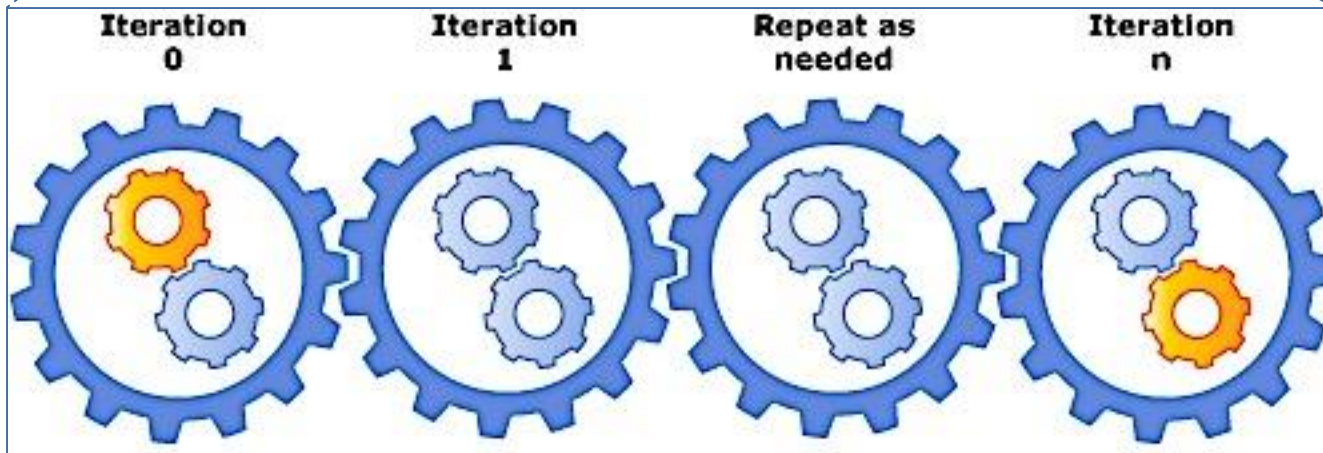


Keys to Working in a More Agile Way

- **Small bursts of innovation, creativity and work accelerate the pace of progress**
- **Co-creation leads to the best thinking and insights**
- **Organization design is iterative and ongoing**



Doing Organization Transformation in an Agile Way



Scrums and Design Sessions

Product Owner

Vision + Features

Sponsor

Strategy + Design Criteria



Scrum Master

Sprint



Facilitator

Design Session

Management/Governance Systems

Is it clear how each management/governance system is designed and led?

Strategic System:

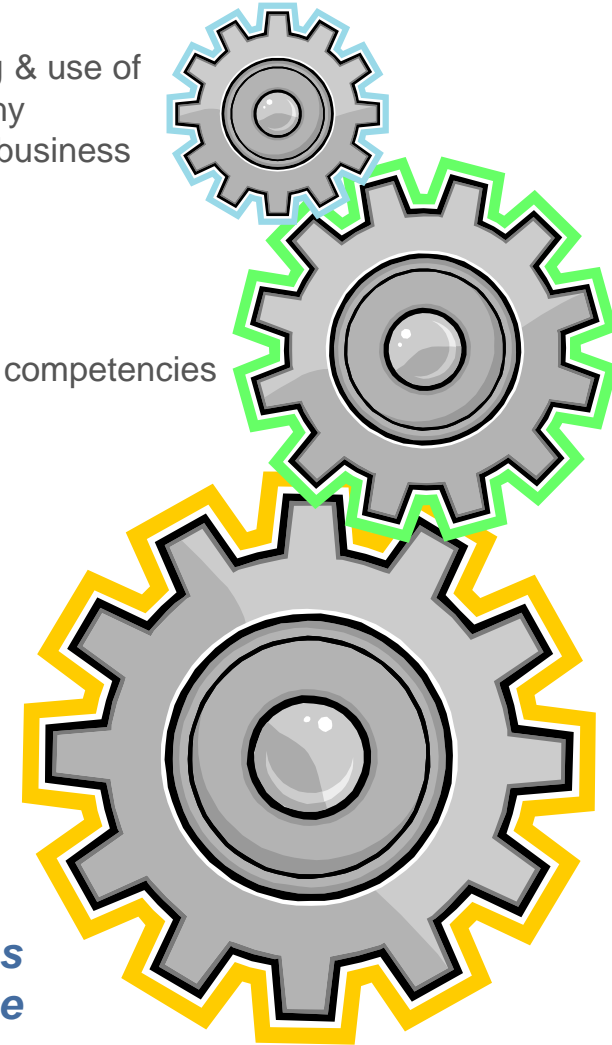
- Set & communicate direction
- Develop competitive capabilities
- Make trade-offs/allocate resources
- Monitor competitors & industry
- Develop understanding & use of the operating philosophy
- Manage risk & ensure business continuity

Coordinating System:

- Translate strategy to tactics
- Develop and mature the operating system
- Enable the operating system through information, tools & competencies
- Implement strategic programs/projects
- Serve as technical expert/consultant

Operating System:

- Deliver products and services to customers
- Execute the strategy of the organization
- Regulate the delivery system
- Manage work group tasks
- Participate in running the business
- Address business issues & problems
- Ensure quality and continuous improvement

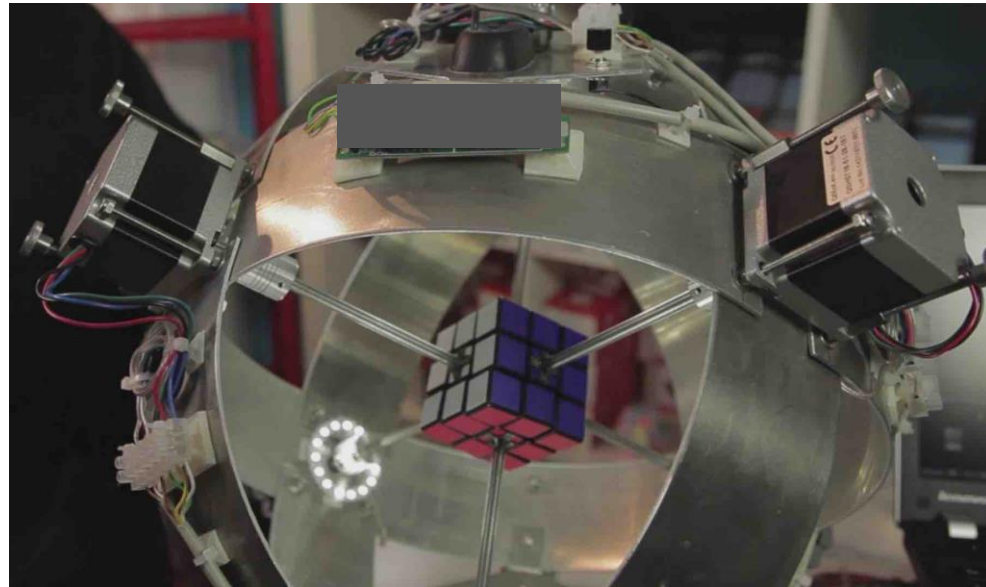


...Misaligned or missing management/governance systems lead to suboptimal performance

Digital Transformation

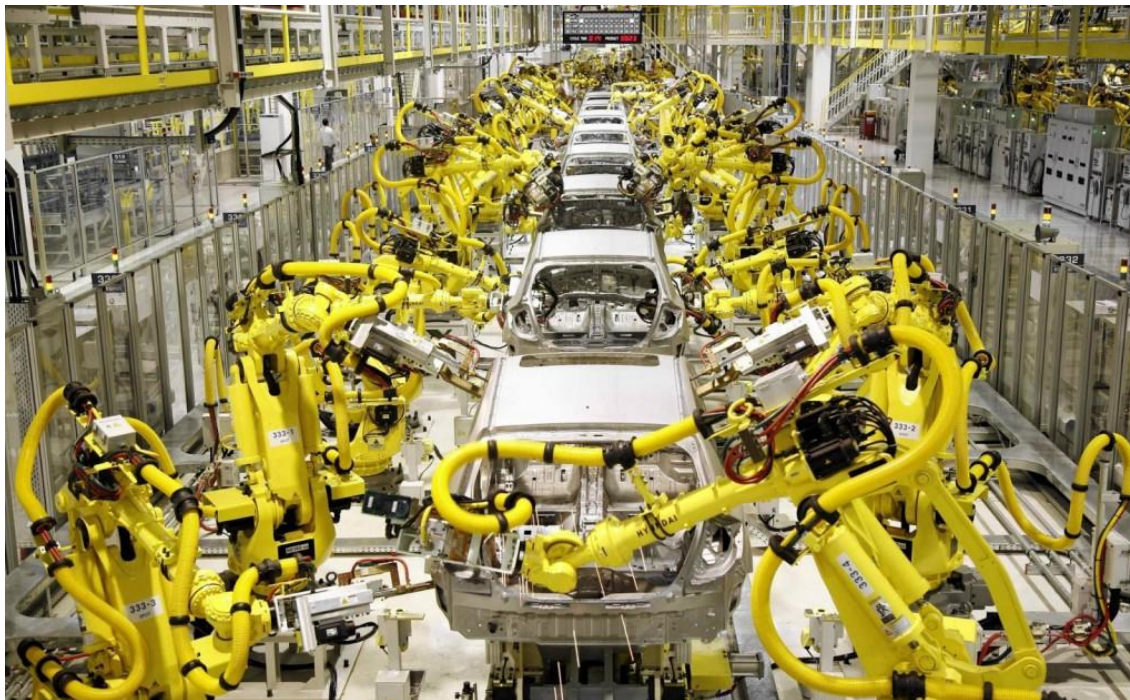


World Record = ???

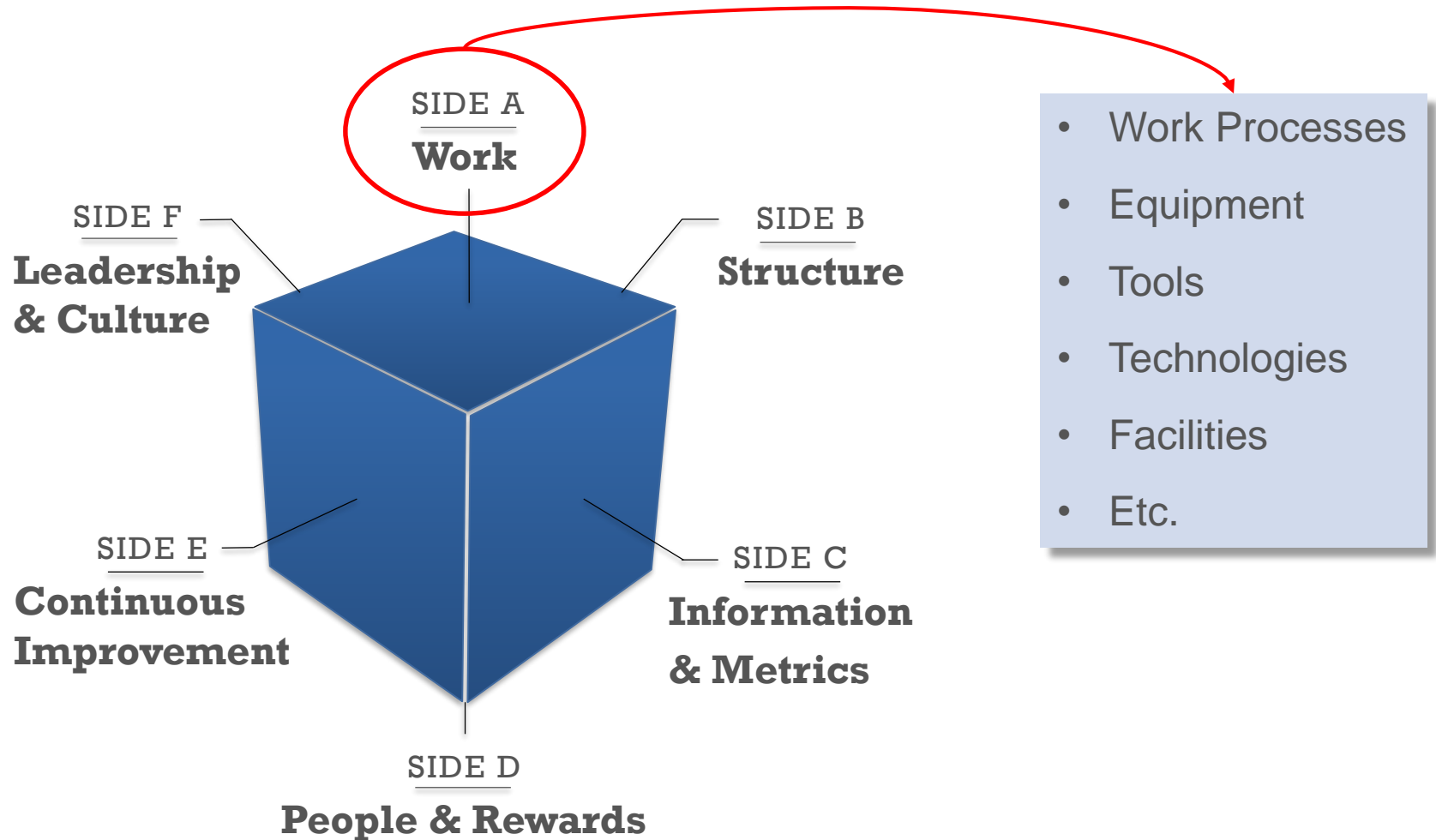


World Record = ???

- **Start with customer needs and strategy, not technology and solutions**
- **Transform business models and experiences, don't just streamline work**
- **Redefine the role of people/talent, don't just eliminate jobs/headcount**



Remember: Work is a System

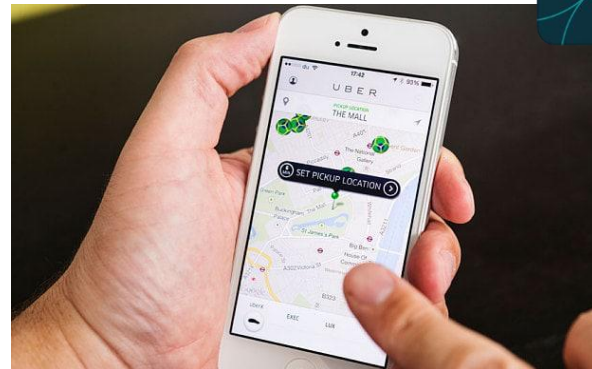


Remember: Work is a System



These moments of truth are why Uber transformed the industry – the experience is different...

- Hail a car from indoors
- Set fare ahead of time
- Payment is automatic



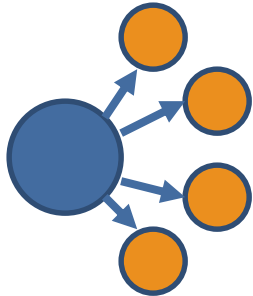


**Virtual,
Networked
Organizations
(Platforms of Value
Creation)**

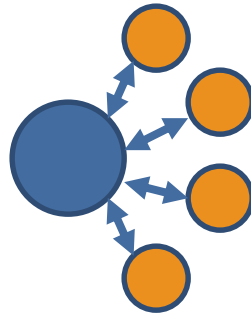
Interaction Types

One Directional

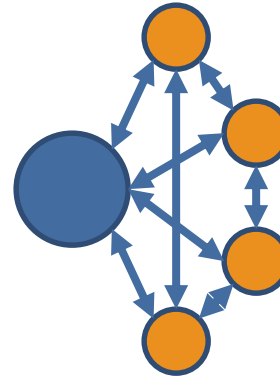
Multi-Directional



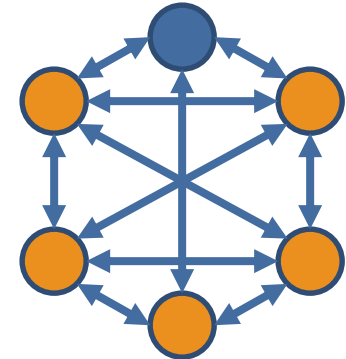
Train/Sell/
Distribute



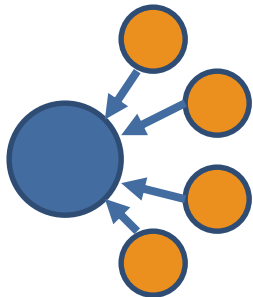
Exchange/
Consult



Coordinate/
Integrate/
Govern



Collaborate/
Partner



Learn/
Receive/
Source

Design Considerations

How do you flex staffing?

How do you leverage your followers (communities)?

What models or analytics will shape decision making?

How can we make operations infinitely scalable?

How do we attract resources, attention, and positive energy?

External

Internal

How do we enable efficient interfaces?

How is information available to inform decisions and drive behaviors?

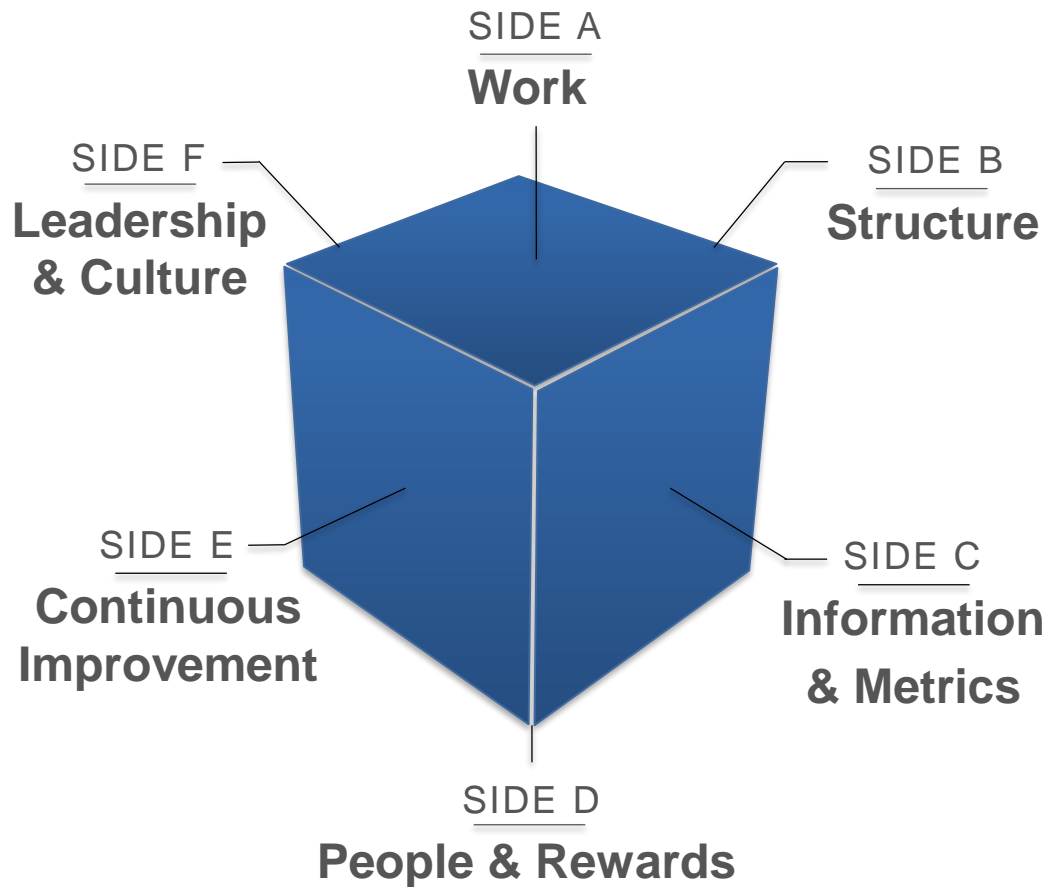
How is entrepreneurialism encouraged/rewarded?

How are teams encouraged to form JIT?

How can technology be used to enable work and interactions?

How do we design organizations to reduce friction and rigidity?

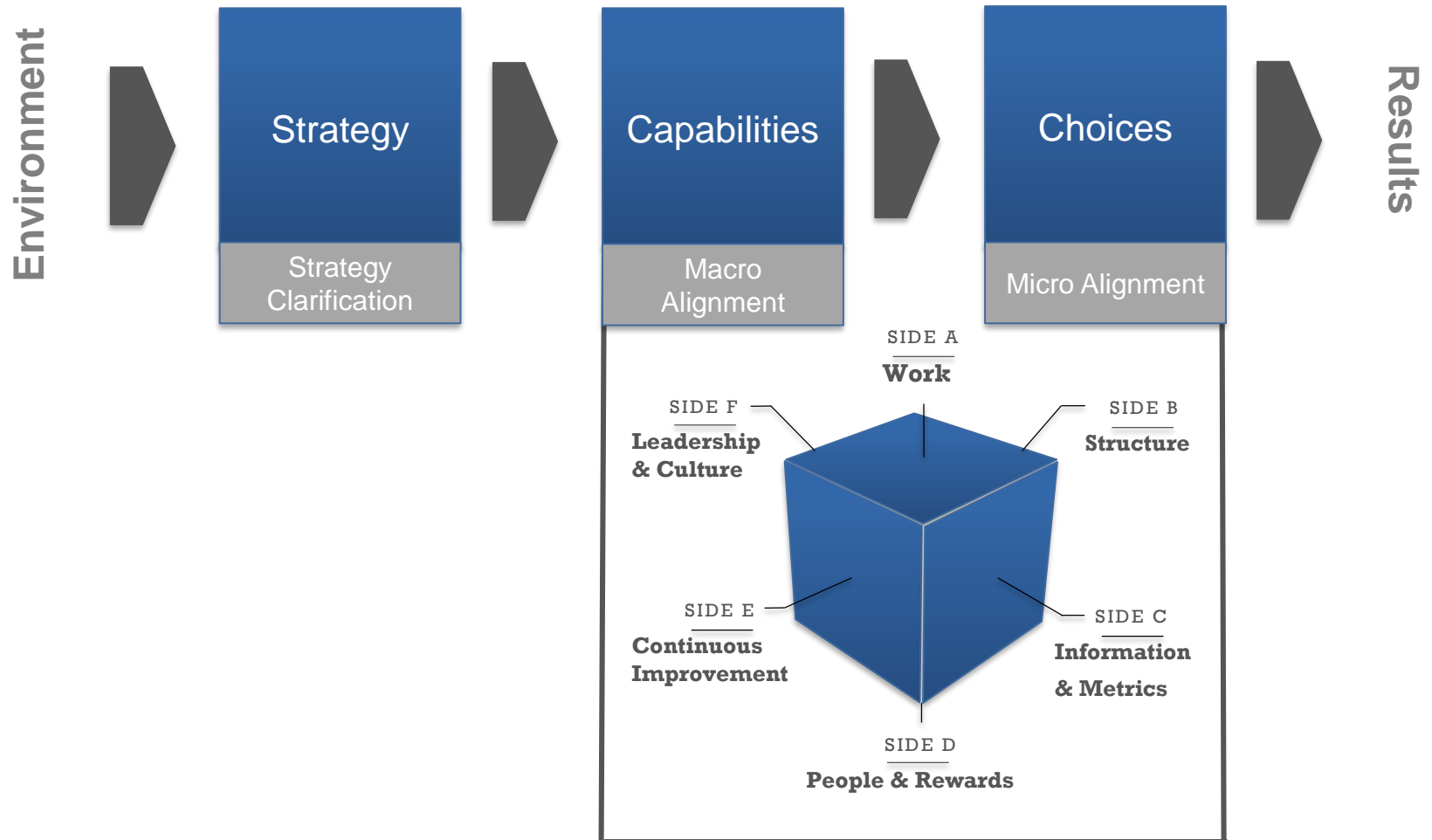
The Organizational Rubik's Cube – A Metaphor



***Aligning
systems
and choices
to deliver
what you
want***

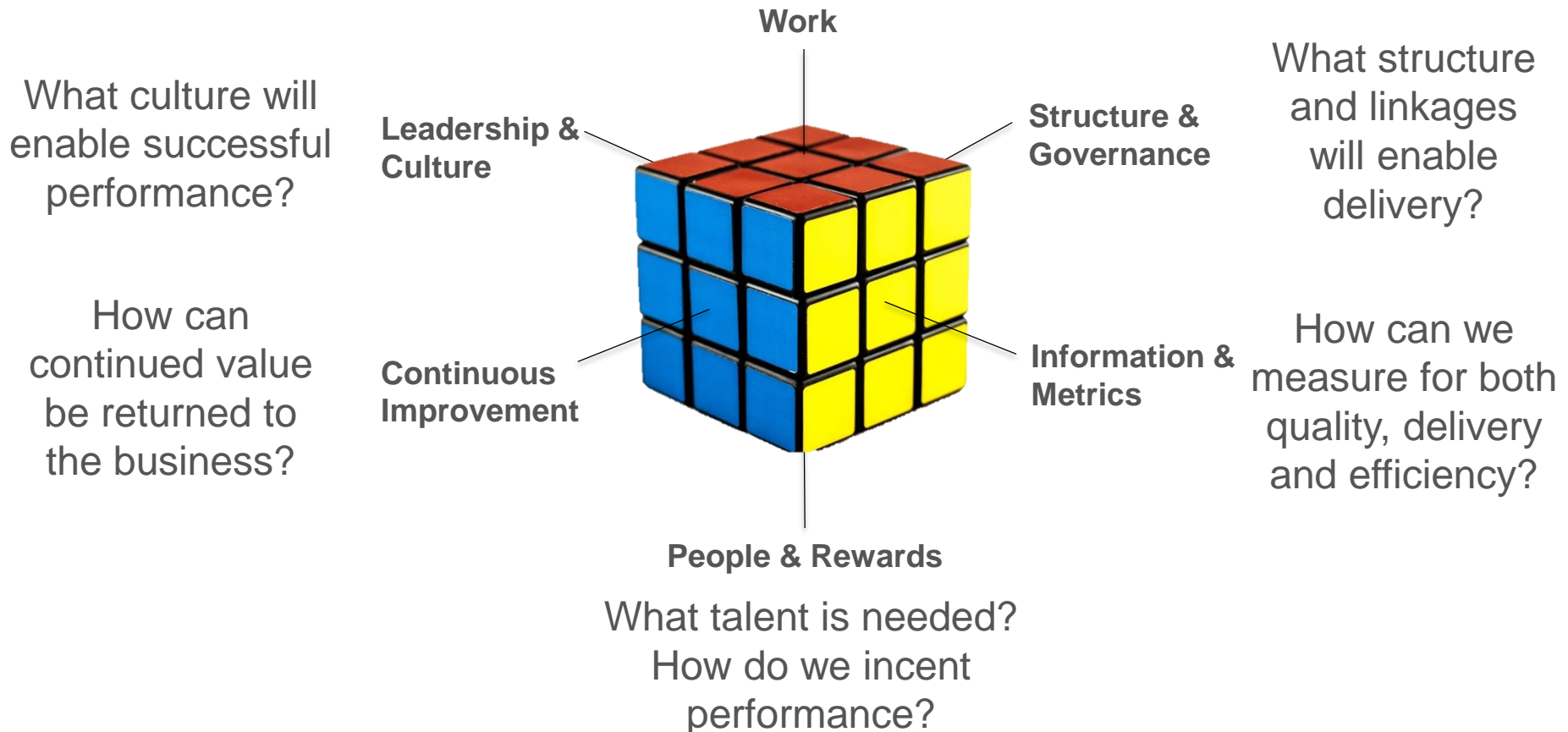
Remember, the alignment of many choices has a greater impact on performance than a few best-in-class, but misaligned choices

Different Levels of Organization Design



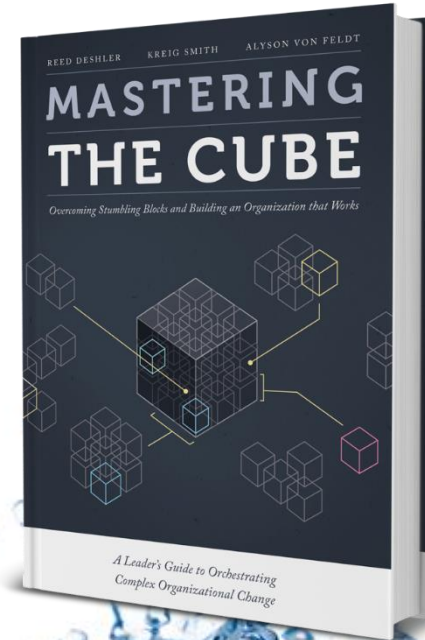
Depending on your organization's strategy & desired culture, consider...

How should processes be aligned to deliver value?
What tools/technologies will enable performance?

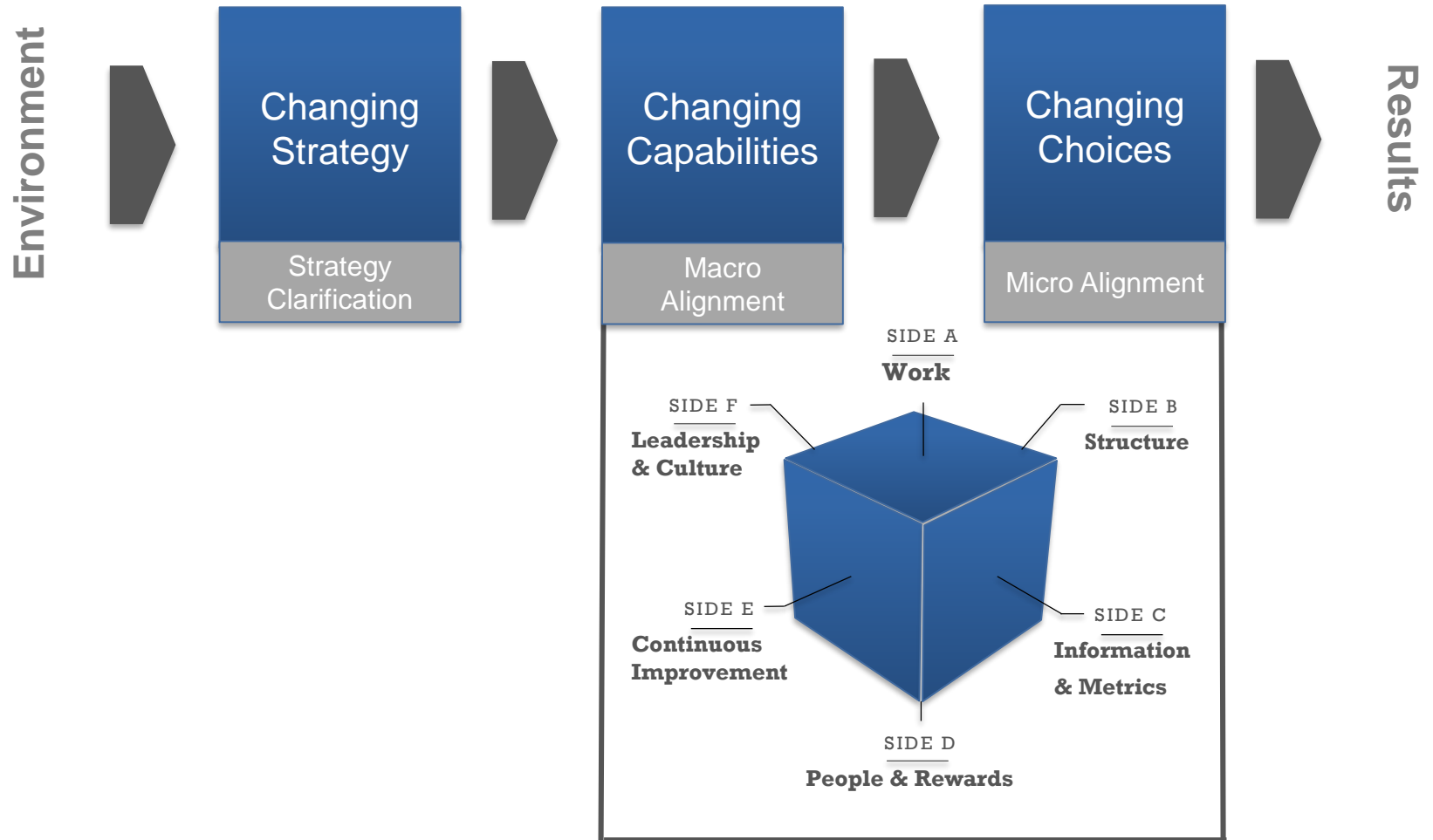


Building Block #8

Design Fluidly



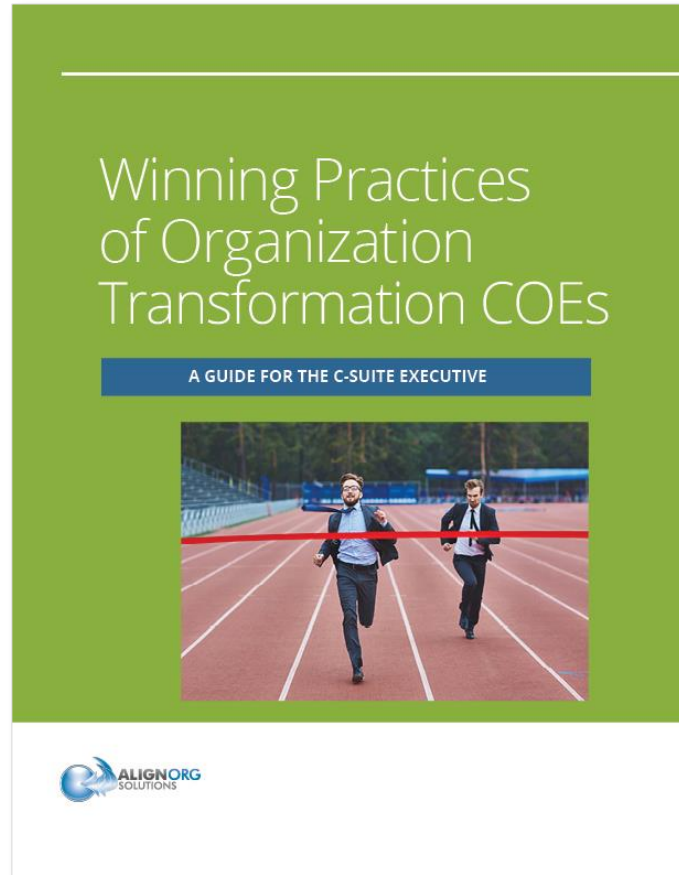
Changing Strategy, Capabilities, and Choices Means Design is Ongoing



1. What the trends impacting your industry and organization?
2. What organization design challenges/opportunities are these trends presenting to you?
3. How are you mobilizing to rethink your organization, how it works, and how it delivers value?



Thank you! Questions?



Our newest executive guide:

***Winning Practices of
Organization Transformation
COEs***

A Guide for the C-Suite Executive

Watch your email for the link to this practical guide that can help you build or enhance the effectiveness of your organization transformation capabilities.

Today's Presenter



reed.deshler@alignorg.com

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.”

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.

Connect with Reed



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