



How to Get Breakthrough Thinking In Organization Design

Webinar

© 2018 AlignOrg Solutions. All rights reserved.

This content should not be shared, reproduced, or transmitted to anyone without permission from AlignOrg Solutions.

A client-focused firm specializing in...

Strategy and Marketplace Differentiation

Diagnosis and Assessment

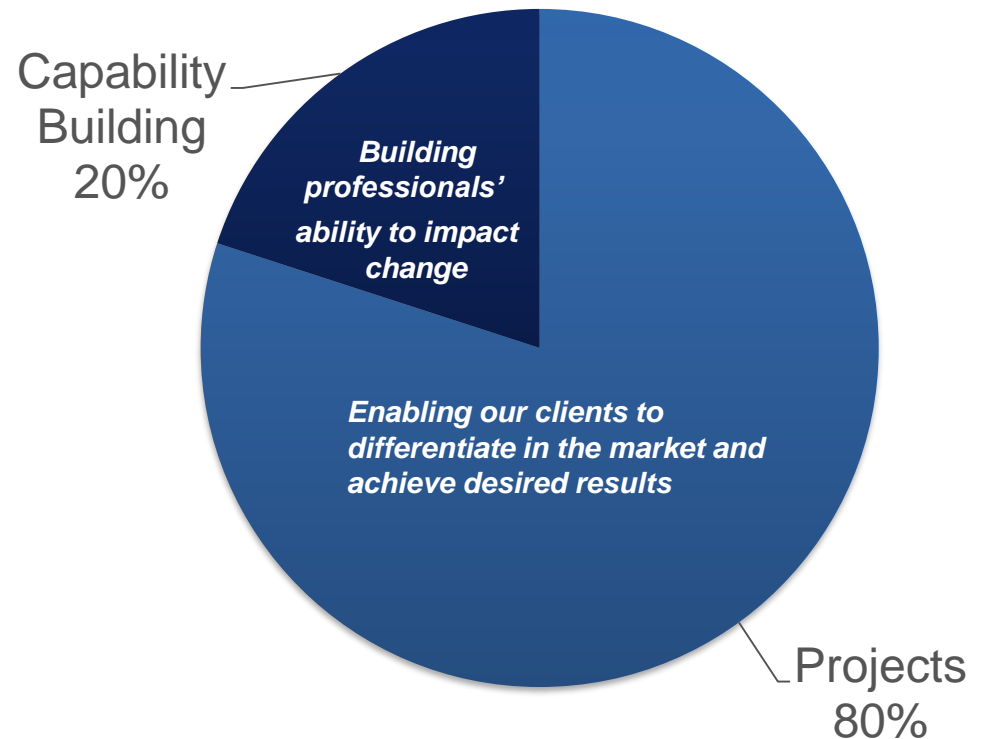
Organization Design

Change Leadership

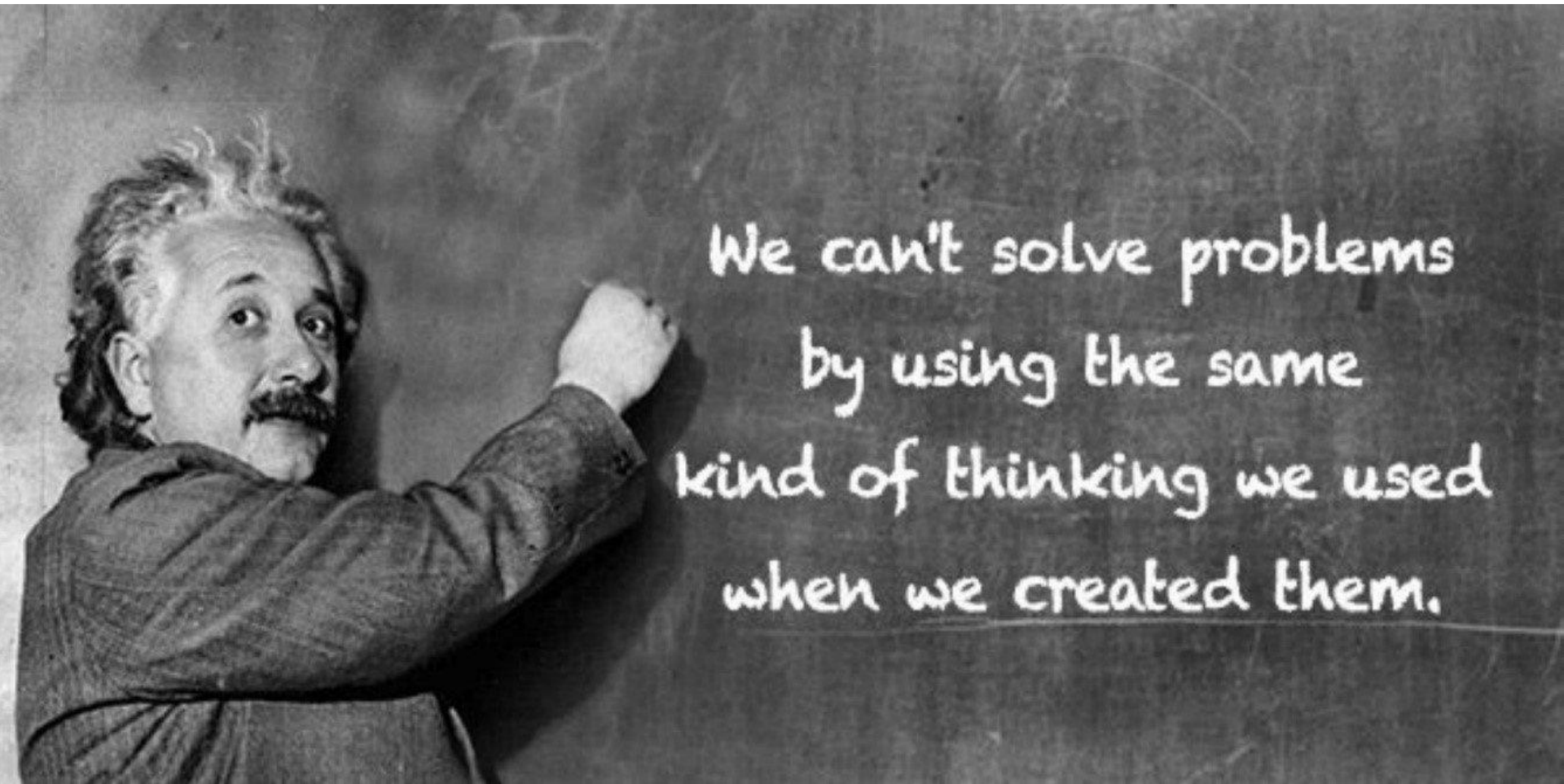
Leadership Alignment

To drive differentiation through alignment

Work Breakdown



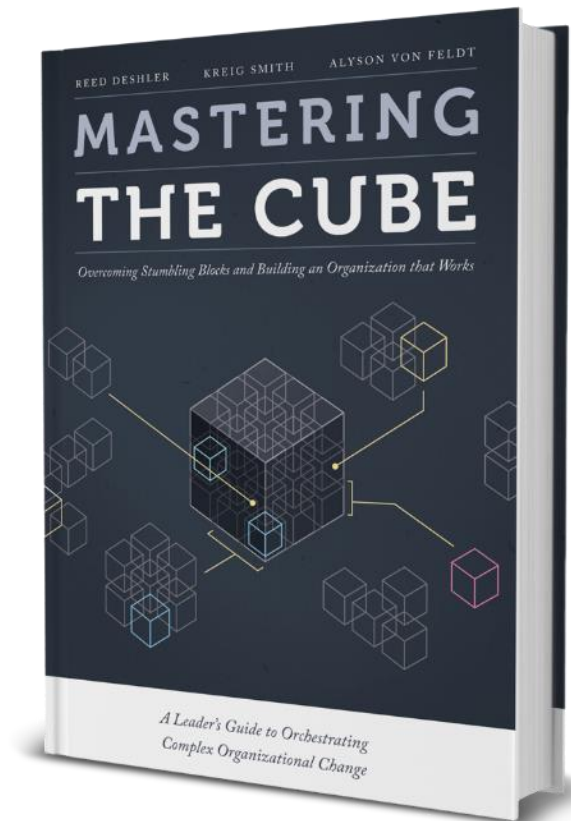
The Organization Design Challenge



We can't solve problems
by using the same
kind of thinking we used
when we created them.

Organization Design Principles

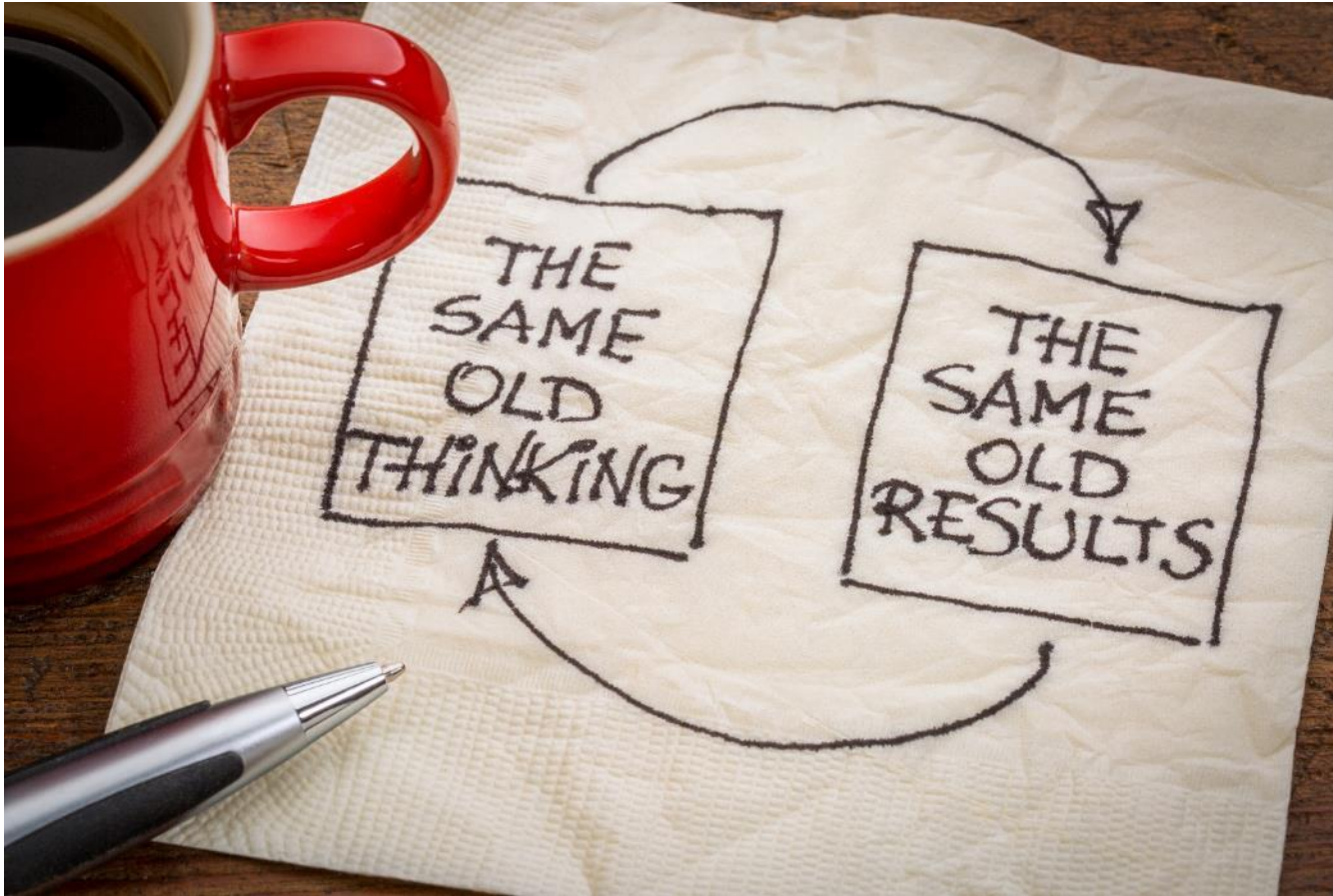
- If the work doesn't change, the results won't change (MTC p. 22).
- Differentiating activities deliver competitive differentiation (MTC p. 22)
- The ability to compete lies in the activities you choose to do and how you choose to resource them (MTC p. 23)
- Strategy drives work, and work drives structure (MTC. p. 25).



Keys to Breakthrough Design

- **Facilitating mindset shifts**
- **Adopting frame-changing models**
- **Employing insight-producing leadership practices**





Facilitating Mindset Shifts

Designing from the Outside In – Connecting Choices to Strategy

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)?

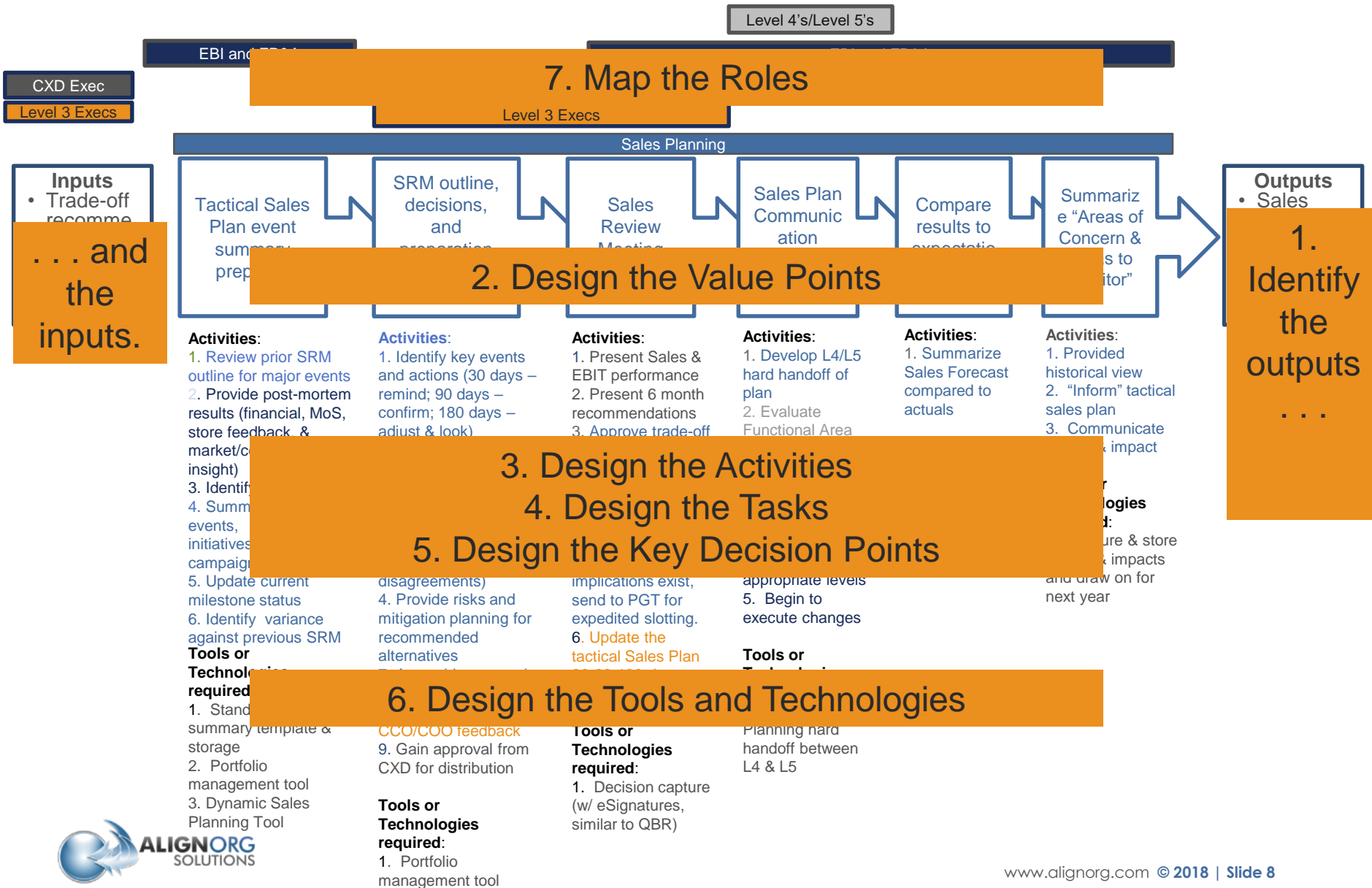
*World-class
M&A
Capability*

Choices

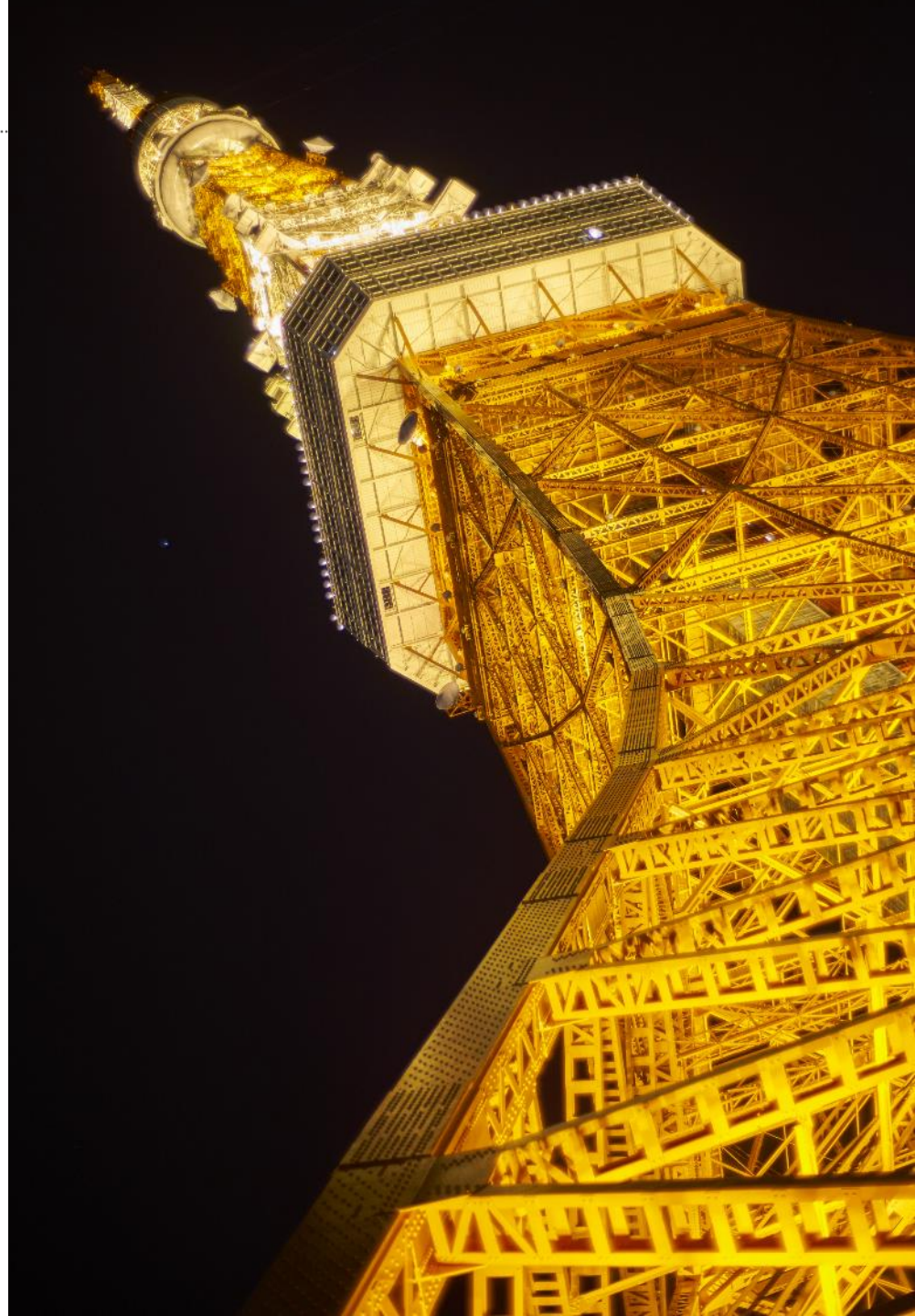


*Aligned or Misaligned?
Decentralized legal team*

Work Redesign: Start with the End In Mind



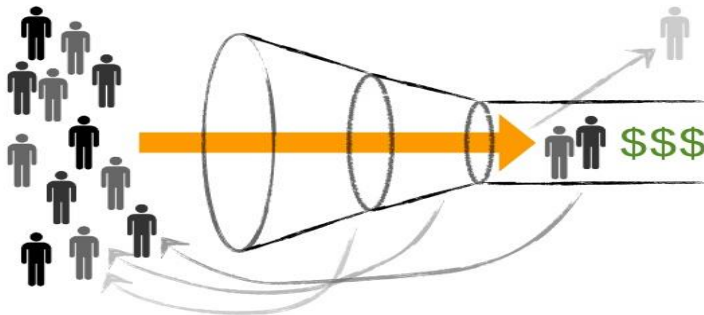
Adopting Frame-changing Models



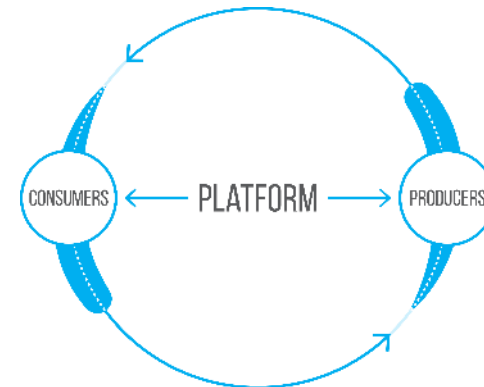
Business Model Overlay

When the “logic” of one business model is used as the “logic” for another business model. A Business Model Overlay assists in finding Business Model innovations.

One Business Model



Another Business Model



Framework: Business Model Overlay

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, good taste, etc.).
2. Pick any other industry or service
3. Overlay the logic of the first industry on the second.

Humana



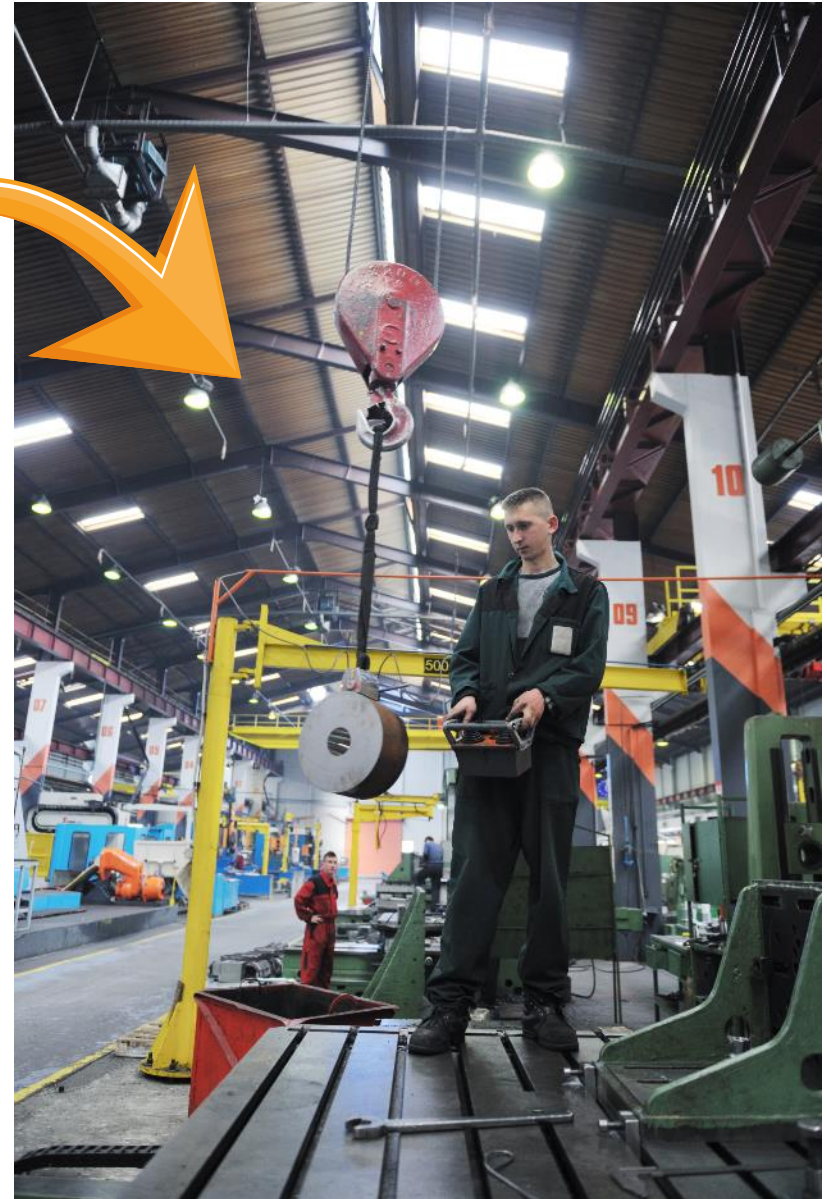
Hertz



Employing insight-producing leadership practices

現場

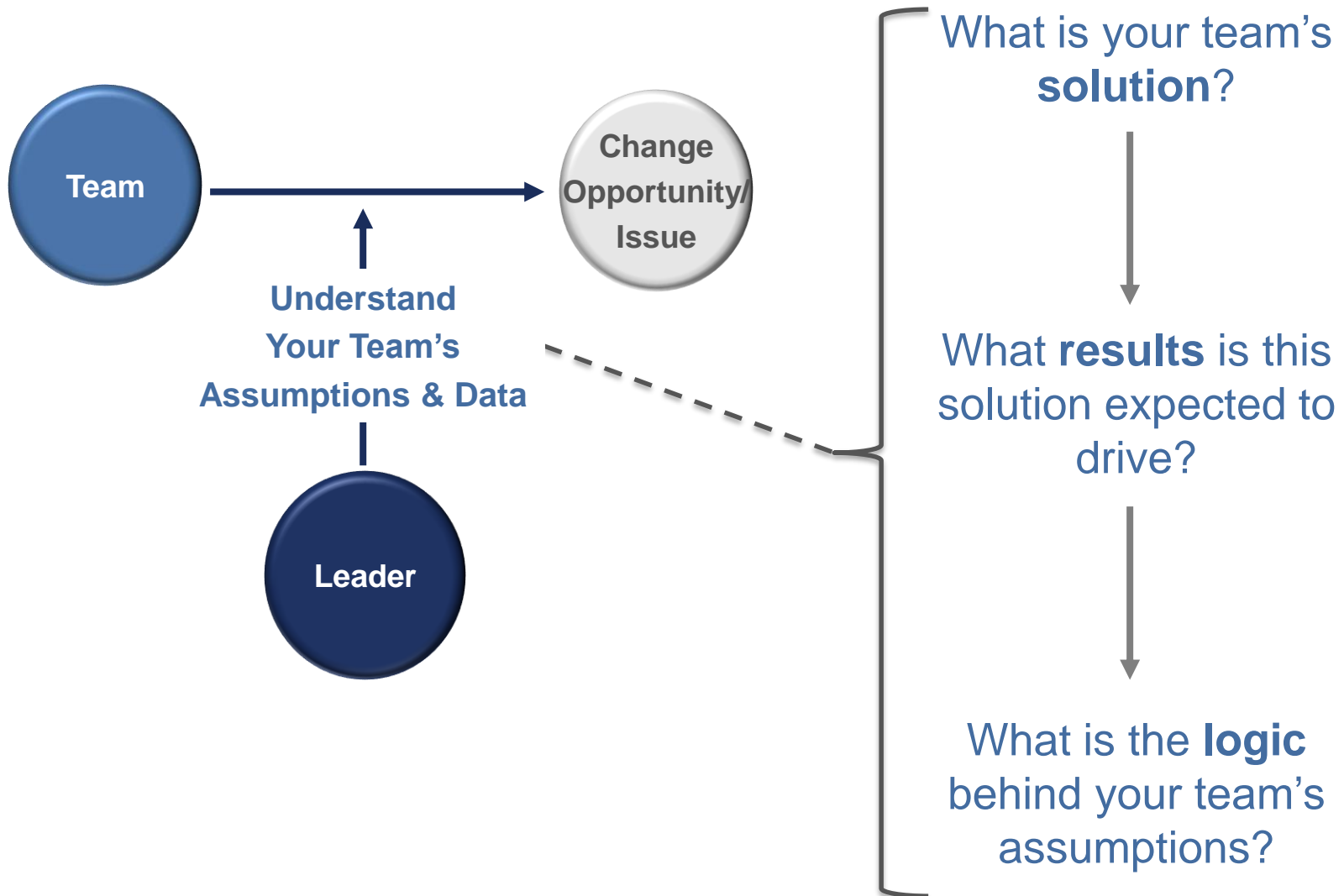
What we can **see**, **hear**, and **experience** will give insights that can't be relayed through other means (like reports or presentations)



Cross-Pollination



Getting Inside the Prevailing Logic

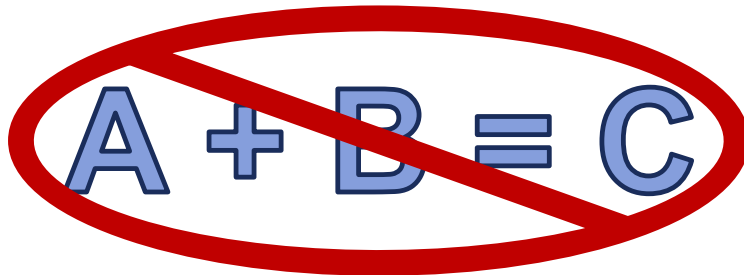


Example: Assumptive Base Questioning

What do you think will lead to the desired outcomes?

$$A + B = C$$

If...


$$A + B = C$$

...Then what would you think?

1. Reflect on how your organization design efforts:
 - How well are you encouraging breakthrough thinking?
 - What frameworks do you have that will help leaders think differently about business challenges?
2. How can you adopt and help your peers adopt the leadership practices that will encourage and facilitate new ways of thinking?



Thank you! Questions?



Our newest executive guide:

Keys to Winning the Digital Transformation Game

A Guide for the C-Suite Executive

Watch your email for the link to this practical guide that can help you navigate your digital transformation.



reed.deshler@alignorg.com

502-241-0057 (W)

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



<https://www.linkedin.com/in/reed-deshler-a5334a>



<https://twitter.com/reeddeshler>