



# You Have a New Structure, Now What?

## Webinar

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

*Strategy and Marketplace Differentiation*

*Diagnosis and Assessment*

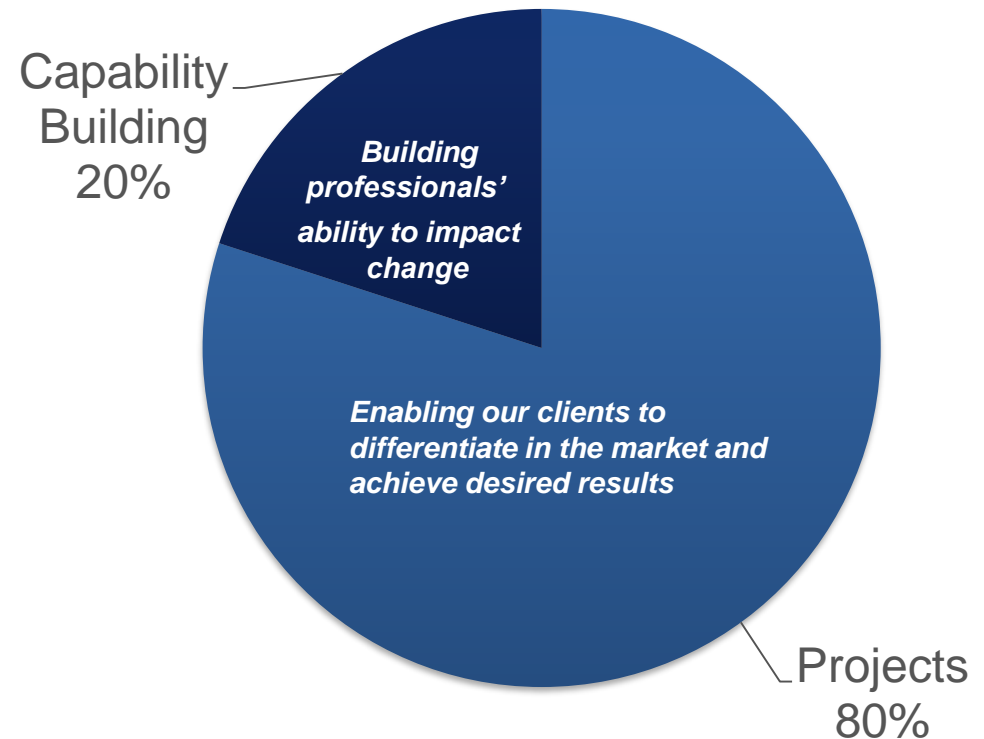
*Organization Design*

*Change Leadership*

*Leadership Alignment*

**To drive differentiation through alignment**

## Work Breakdown





# 10 Benefits of an Aligned Organization

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1. Increased speed in decision making
2. Better employee engagement
3. Less wasted resources
4. Improved self-governance
5. Less customer confusion
6. Increased leadership credibility and respect
7. Greater resource visibility
8. Optimize talents and skills
9. Safe risk taking
10. A dynamic culture

Read the complete article: <https://alignorg.com/10-benefits-of-an-aligned-organization/>



# Keys to Realize the Benefits of Your New Structure

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- **Connecting structure to work and people**
- **Inserting the ‘connective tissue’ that will help things get done**
- **Removing other misalignments that will undermine performance**
- **Preparing for the transformation journey**





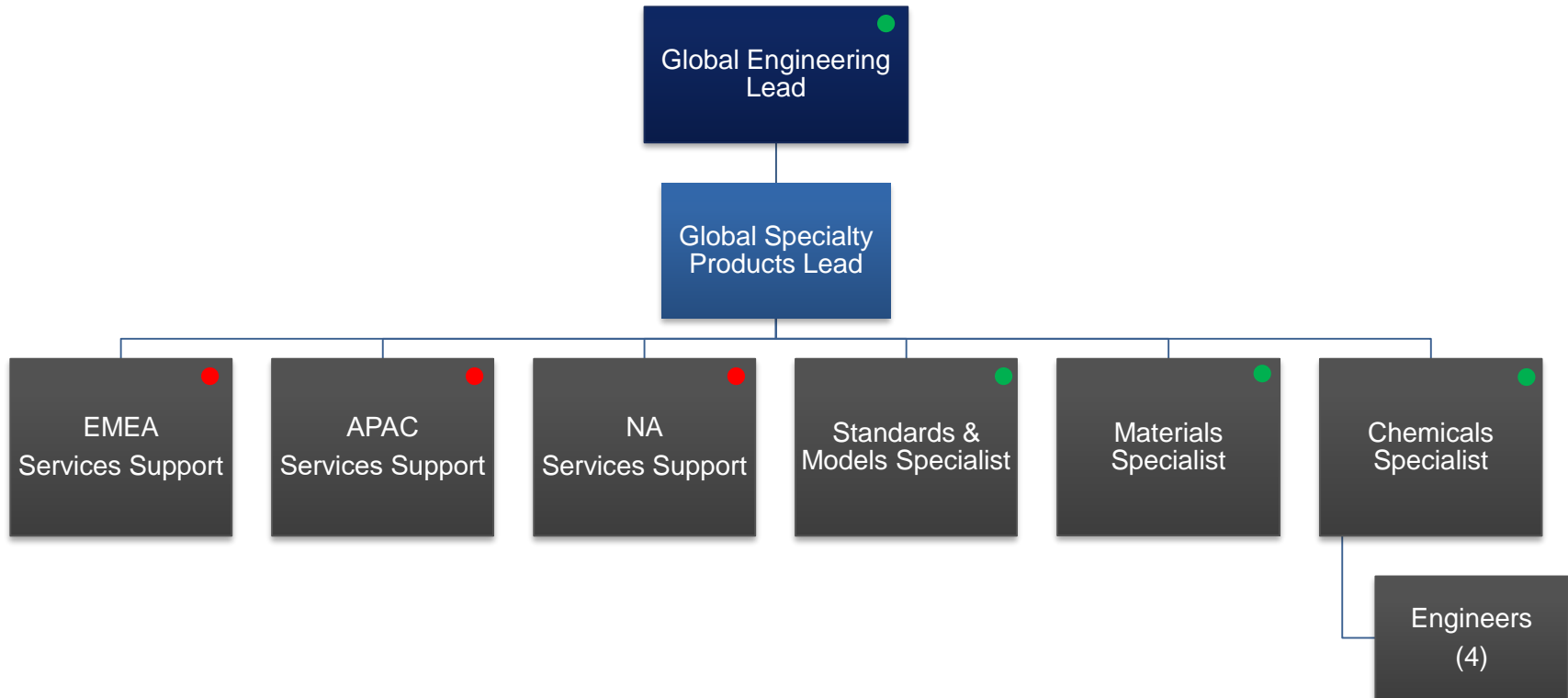
# KEY #1: Connecting structure to work and people





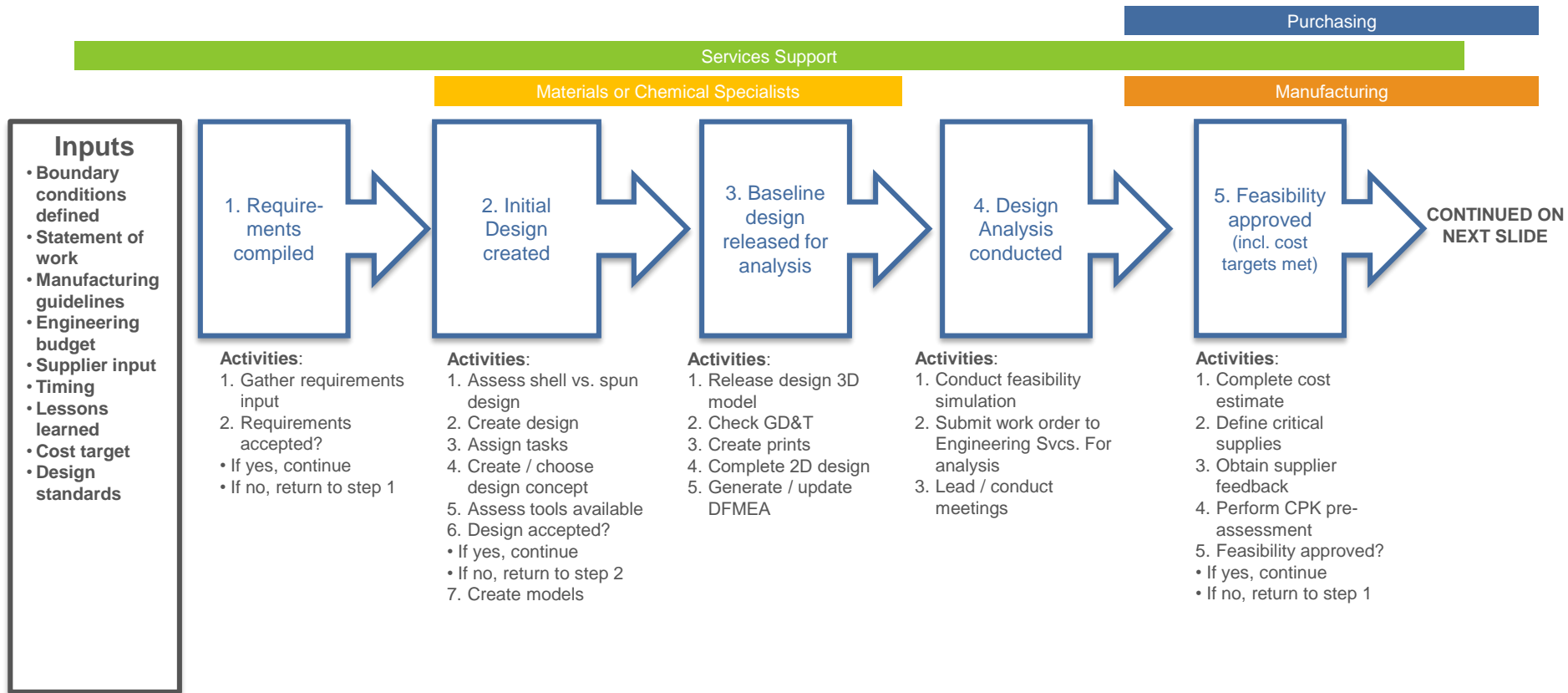
Key:  
● New Role  
● Changed Role (>50%)

# Organization Chart – Engineering



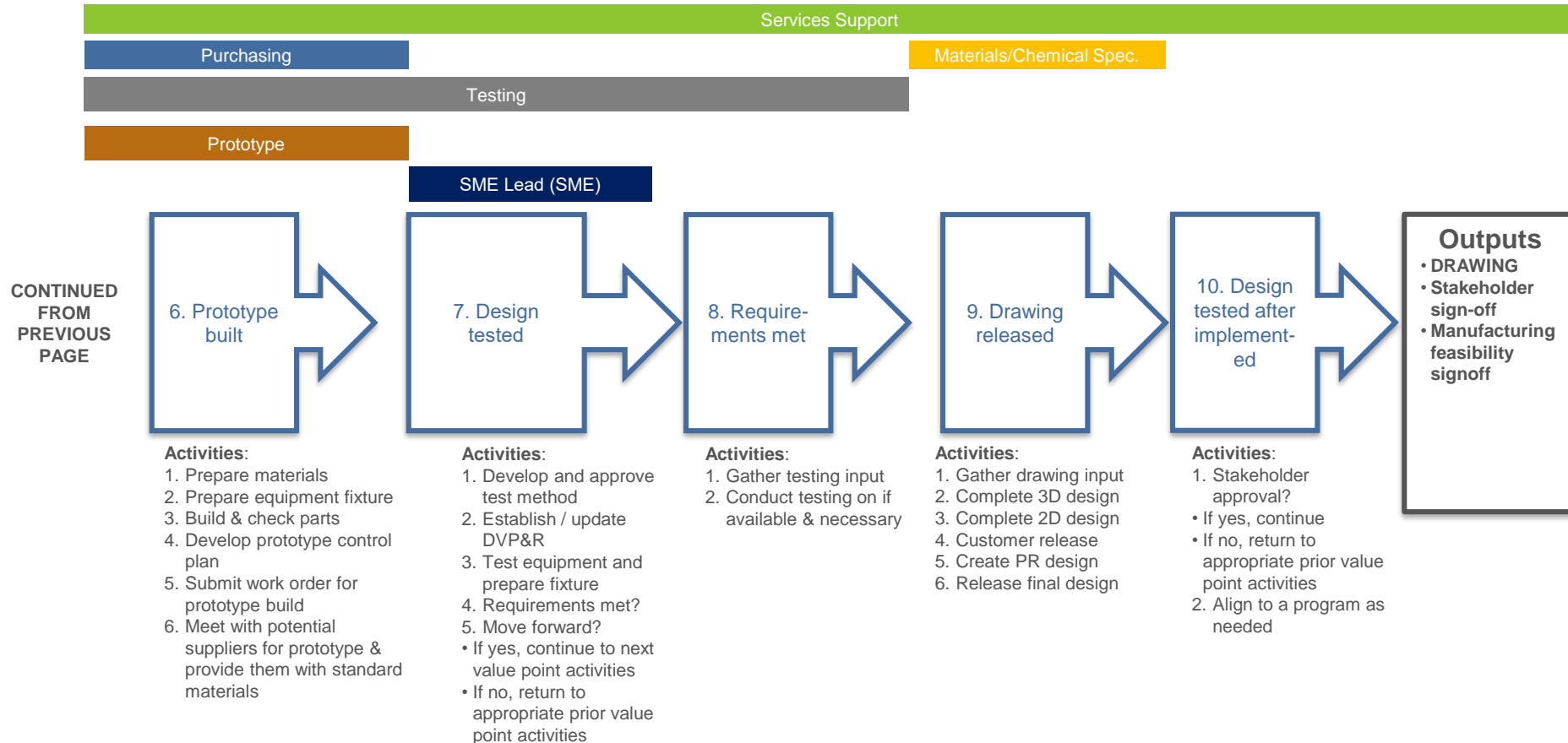


# Value Point Map – Design Development (1 of 2)





# Value Point Map – Design Development (2 of 2)





# Design Development New Product – Decision Rights

| Decision / Responsibility: | Roles:   |                                      |                     |                                     |
|----------------------------|----------|--------------------------------------|---------------------|-------------------------------------|
|                            | Customer | Chemical/<br>Materials<br>Specialist | Services<br>Support | Standards &<br>Models<br>Specialist |
| Requirements accepted?     | D        |                                      | R                   |                                     |
| Budget accepted?           |          |                                      | R, D                |                                     |
| Feasibility approved?      |          | C                                    | R, D                |                                     |
| Requirements met?          | E        | C                                    | R                   |                                     |
| Go/No-go decision?         | I        |                                      | D                   | E                                   |
| Stakeholder approval?      |          | E                                    | R, D                | E                                   |

C = Consult with

I = Inform

D = Decide

E = Endorse

R = Responsible

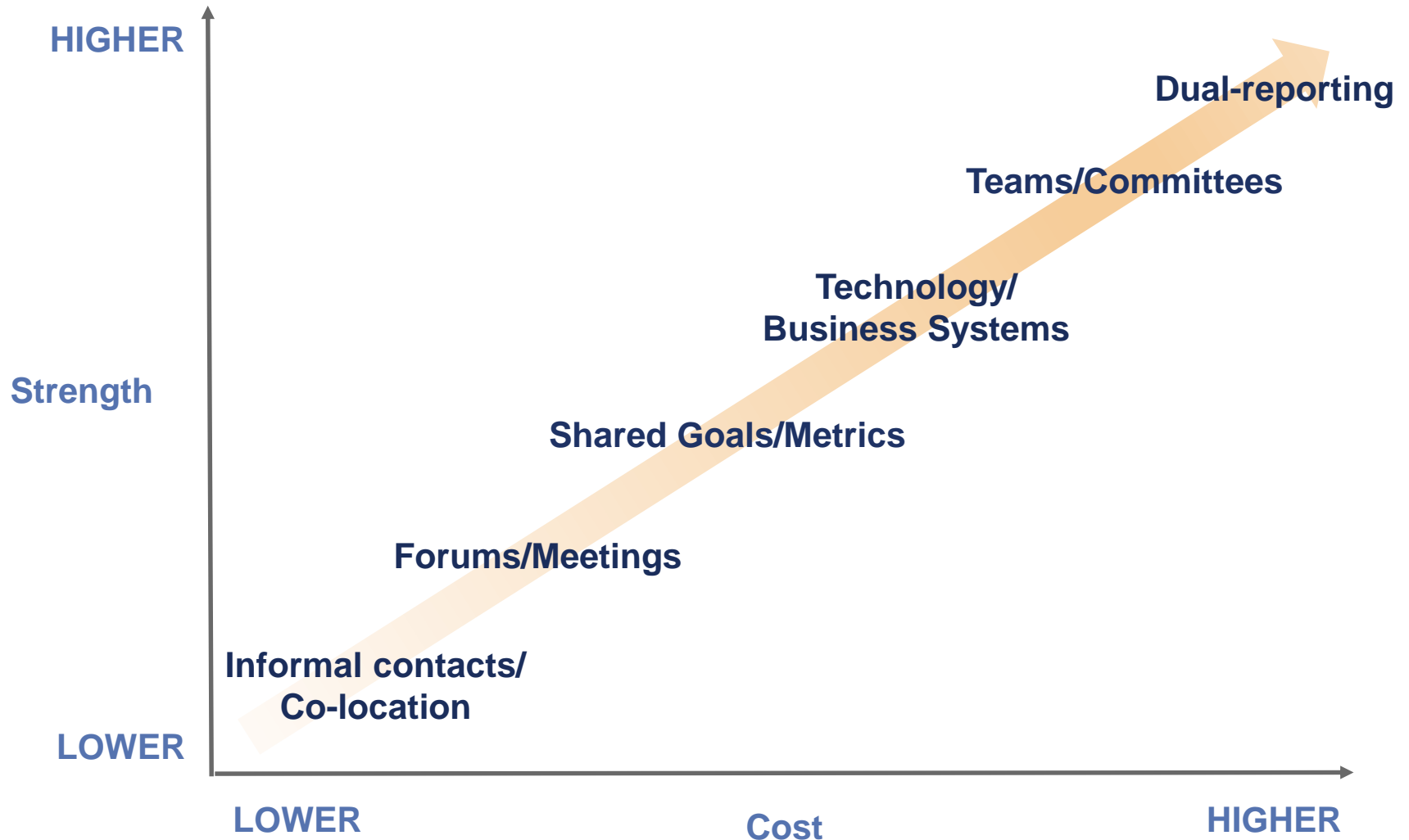


**KEY #2:** Inserting the  
'connective tissue' that  
will help things get  
done





## Linkages Facilitate Connections





# Identifying Where Linkages are Needed

|                 |         | Giving Group |         |         |         |         |         |
|-----------------|---------|--------------|---------|---------|---------|---------|---------|
|                 |         | Group A      | Group B | Group C | Group D | Group E | Group F |
| Receiving Group | Group A |              |         |         |         |         |         |
|                 | Group B |              |         |         |         |         |         |
|                 | Group C |              |         |         |         |         |         |
|                 | Group D |              |         |         |         |         |         |
|                 | Group E |              |         |         |         |         |         |
|                 | Group F |              |         |         |         |         |         |



# Structure Alone Doesn't Get Things Done

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Where are the  
interdependencies?

**Executive  
Management**

**IT Organization**

**IT  
Management**

**Applications  
Development**

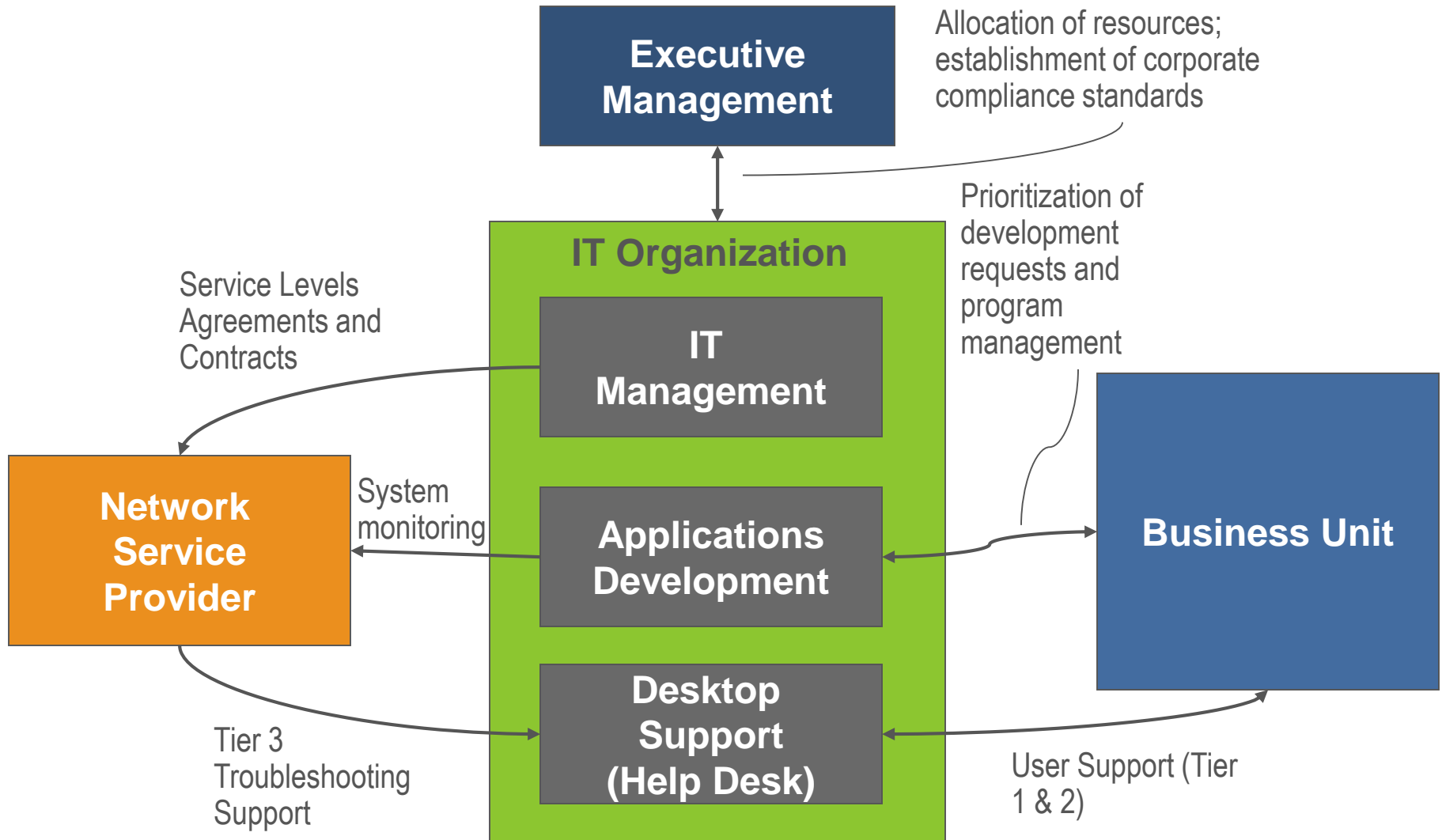
**Desktop  
Support  
(Help Desk)**

**Network  
Service  
Provider**

**Business Unit**



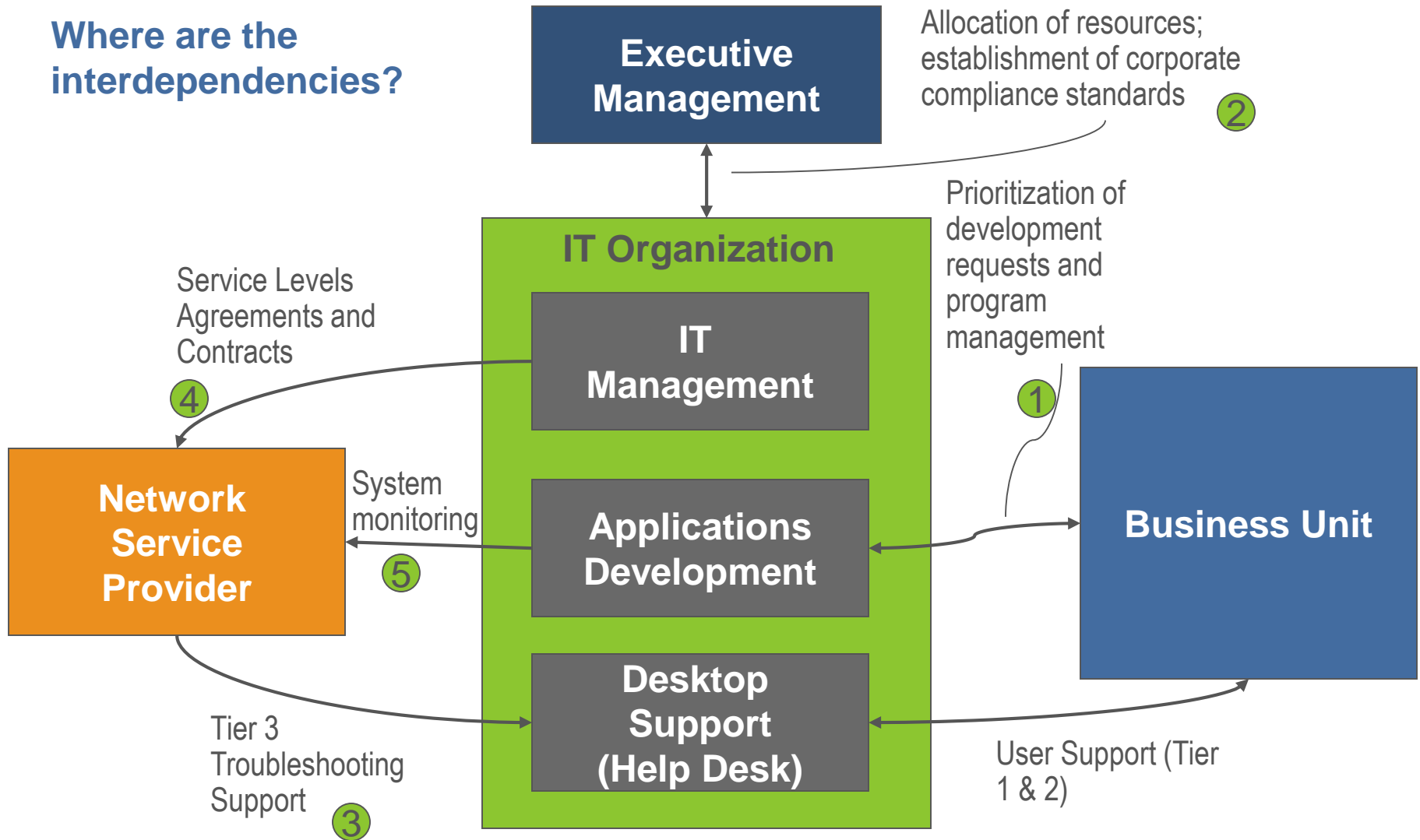
# Find the Points Where Connective Tissue Is Needed





# Without the Connective Tissue, the Model Wouldn't Work

Where are the interdependencies?



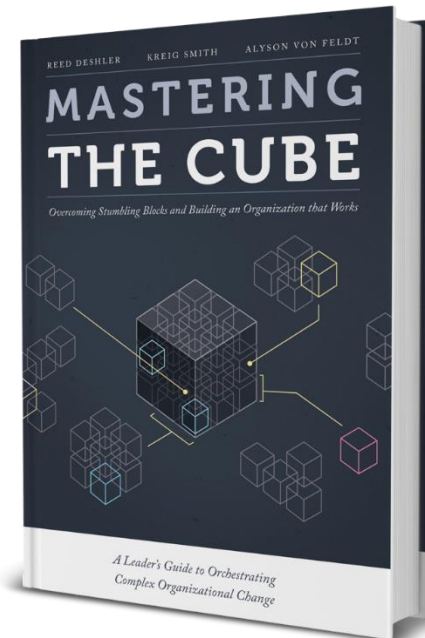
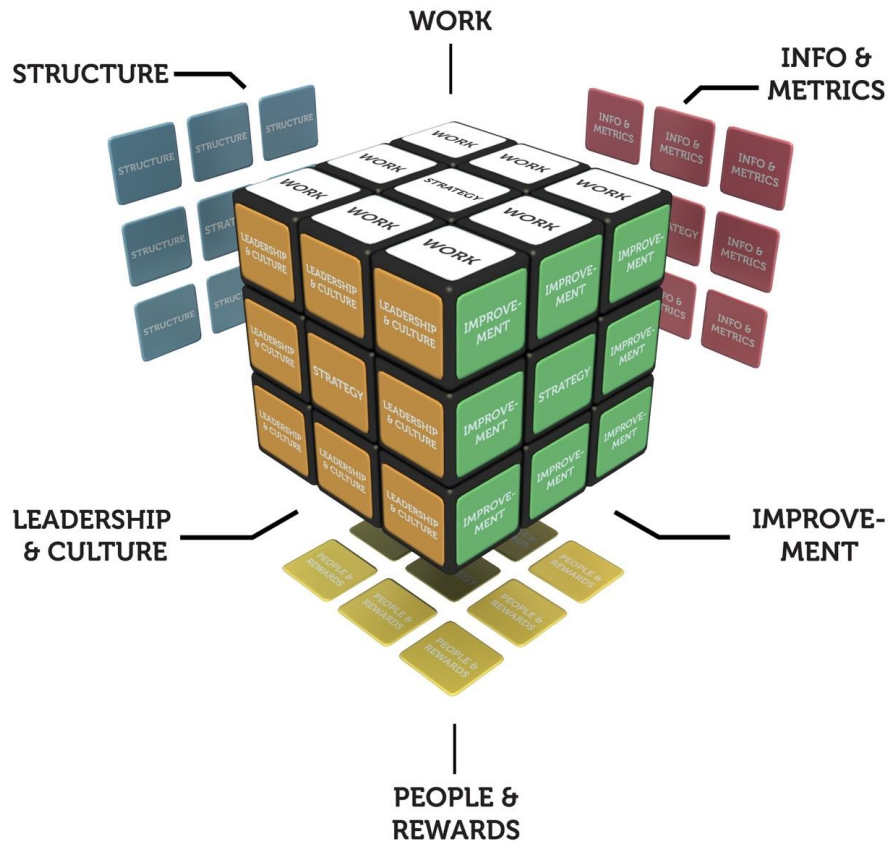




## KEY #3: Removing other misalignments that will undermine performance



# Assessing the Organizational Cube for Misalignments



**Leaders ensure the entire *Cube* is aligned**

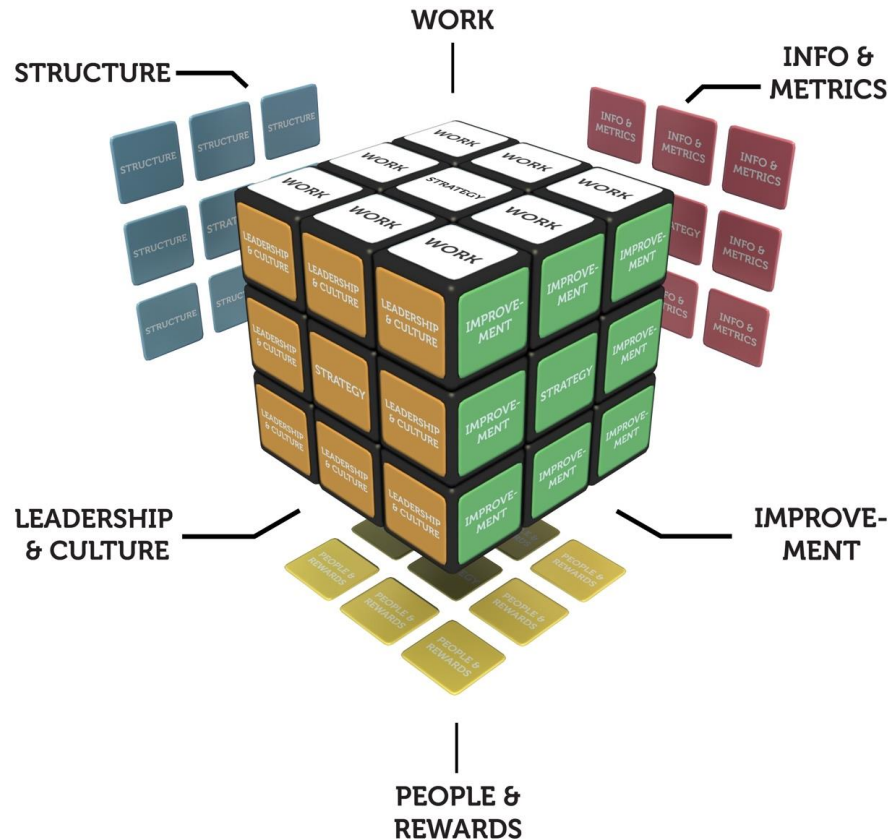


# Some of the Questions to Consider...

How should processes be aligned to deliver value?

What structure and linkages will enable delivery?

How can we measure for both quality, delivery and efficiency?



What culture will enable successful performance?

How can continued value be returned to the business?

What talent is needed?  
How do we incent performance?



# Connecting Choices to Enable Structure

## Strategy

Why will we  
be chosen  
over our  
competitors?

We offer the  
best customer  
experience

## Capabilities

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

Products/services  
are delivered  
through customer-  
centric teams

## Choices



## Aligned or Misaligned?

- ✗ Rewards – Product-specific incentives
- ✓ Work – Client-centric CRM
- ✗ Culture – Work around others
- ✗ Metrics – Quarterly sales
- ✗ Structure – Global Marketing

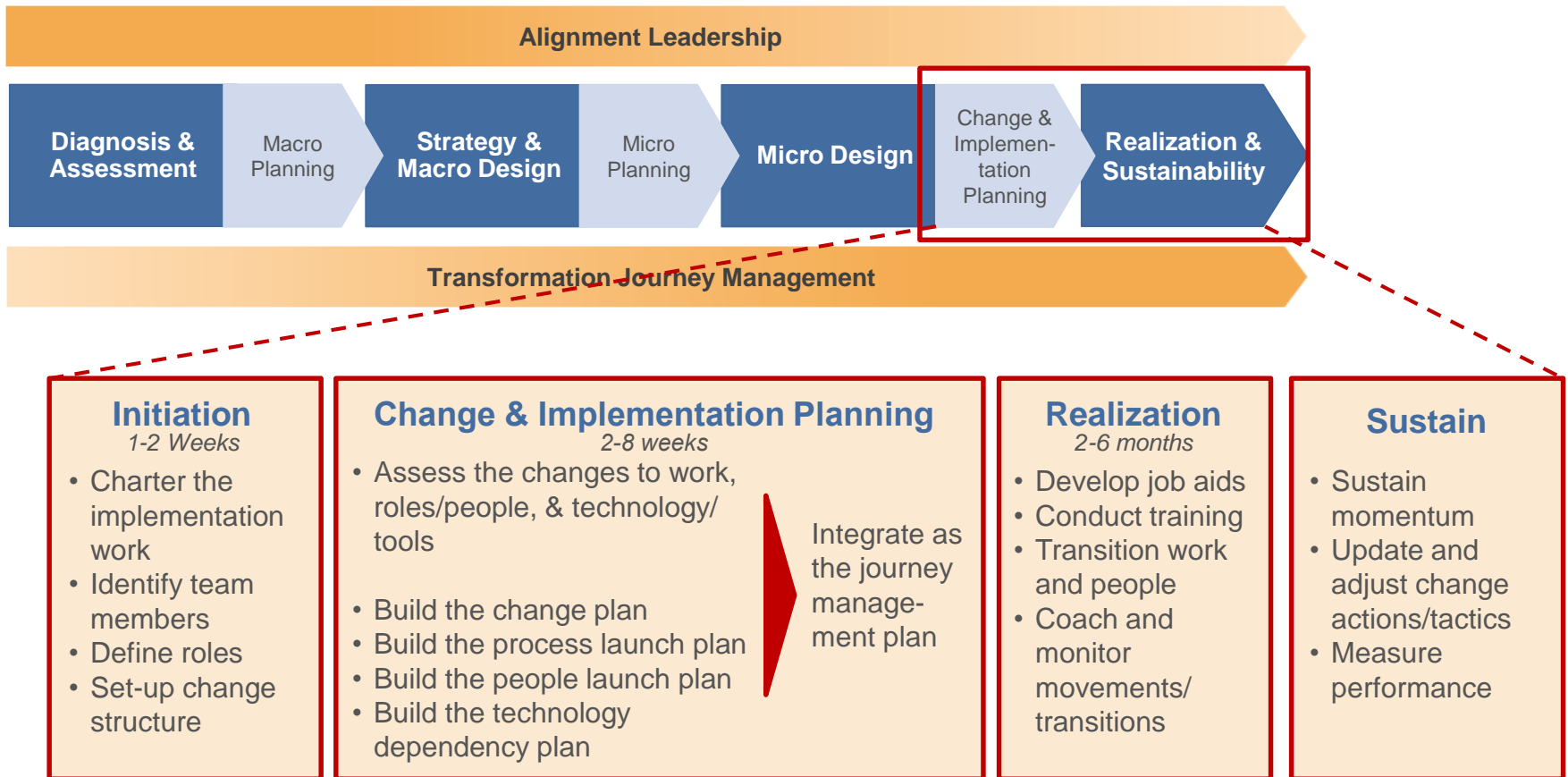




## **KEY #4:** Preparing for the transformation journey

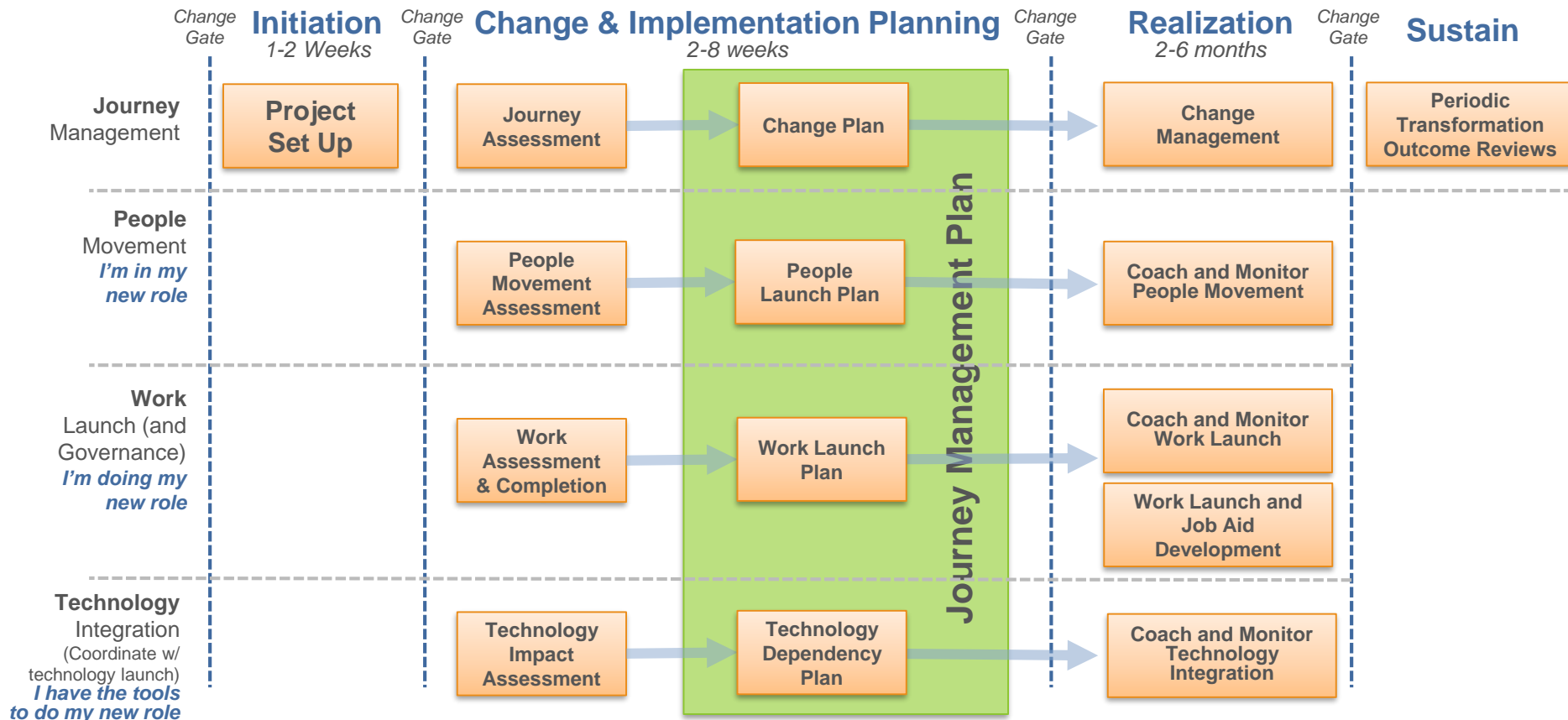


# Facilitating the Transformation Journey





# Implementation and Realization Journey Management





1. Reflect on how your organization's restructuring efforts:
  - How well are you designing a structure that will really deliver results?
  - Are you missing any of the key parts that will be needed to ensure your structure delivers what is expected?
2. How can you plan for and oversee a successful effective transformation journey?

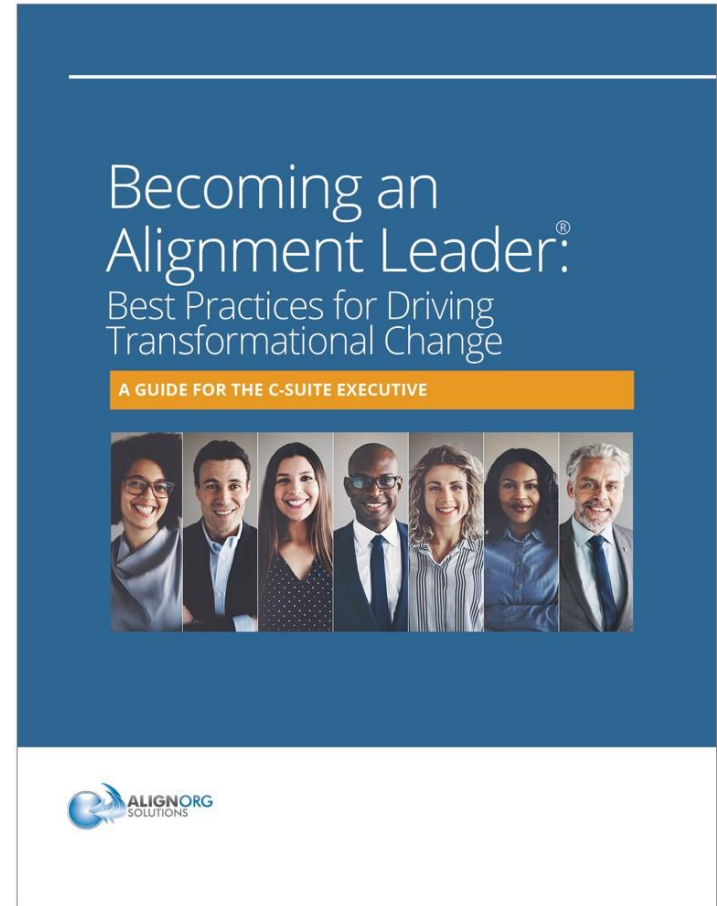




# Thank you! Questions?

Watch your email for a copy of  
our newest Executive Guide:

***Becoming an Alignment  
Leader®  
Best Practices for Driving  
Transformational Change***







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**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.

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