February ODF Community Conversation

Achieving and Sustaining Design Outcomes

ODF
Organization Design Forum

A Few Ground Rules to Offer …

- This is a **community-driven conversation** vs. presentation

- No **person-by-person intros** (covered throughout session)

- Use the **chat feature** throughout

- Be **brief and succinct**

- **Session Wrap** 10 minutes prior to close
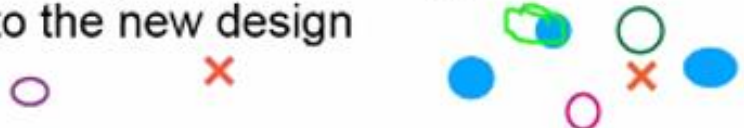
Designing ⟷ **Achieving** and **Sustaining** Design **Outcomes**

Where and How Do We Engage?

	A	B
1	**Internal:** you are usually internal to the client organization	**External:** you are usually external to the client organization
2	**Local:** you are most often engaged in the design of a specific unit or function	**Broad:** you are most often engaged in full transformations with multiple interdependent lines and functions
3	**Structure:** you most often focus on the design of units and reporting structures	**Systems Approach** you most often design with a systems approach (e.g. considering processes, decision making, metrics, rewards, talent needs)
4	**Design:** you're mostly involved through strategic design choices ("stakes in the ground")	**Design & Implementation:** you're usually involved through the transition to the new design

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Exploratory Questions
(with excerpts from LinkedIn post)

Peter Ross
Director, Organizational Effectiveness at Lowe's Home Improvement

Help shape the February 8th ODF Community Conversation

Strategically designing complex organizations is not easy and implementing them is daunting. The February Community Conversation will focus on achieving and sustaining the desired results of organization design efforts. Provide your thoughts in response to one or more of the four questions below; the themes your responses reveal will guide the direction of our conversation on February 8th. Thank you!

1. What results do we hope to achieve through organizational design efforts? What do you hear from your clients?

2. Beyond designing the organizational structure, how do we achieve these results?

3. How do we sustain these results?

4. How do we know when future design work is needed? Show less

Unlike

1. What results do we hope to achieve through organizational design efforts? What do you hear from your clients?

"Increasing revenues and profits are the goals of all international corporations and small businesses. Rarely do they consider redesigning their company with that focus."
- Jack Kinney

2. Beyond designing the organizational structure, how do we achieve these results?

"We've been exploring how we partner with the business up to the handover point to ensure there is a sustainable implementation plan - what needs to be in place, who leads it (business leader, HR?), what is our role in this part of the process."
- Nicola Titcombe

3. How do we sustain these results?

4. How do we know when future design work is needed?

"Our org design work is continuous now - and what's as important as the design, roles, operating models, etc. are mechanisms to prompt the next design."
- Caskie Lewis-Clapper

Thought Starters

We believe the following are critical:

- Understanding the new work and/or planning for the transition of work between roles/groups

- Planning for recruiting, facilities, technology, legal, and other items with an implementation checklist

- Defining decision rights and/or work accountability to clarify the new environment

- Onboarding employees when transitioning from an old role to a new role

- Managing implementations as a program rather than a project, with outcomes-based milestones around work, leadership, culture, etc.

- Enabling change and different mindsets through leadership behaviors

- Gathering input from impacted employees on what's working / not working with the transition

- Clarifying the role of HR Business Partners and ensuring engagement throughout

Session Wrap

Any "Aha" or Takeaways?	Areas to Explore Further
• Language … the "design cycle" … encourage sustainability • Importance of getting people involved upfront – helps with integration later on • Creation of design governance – team responsible for ensuring design implementation aligns	• M&A – deep dive • Metrics … harder metrics (e.g. revenue, profit); also, the softer metrics (e.g. focus groups) • What do people mean by "engagement"? What do people do around this? • What governance structures are used in support of org design implementation? How does this morph over the governance 'lifecycle'?