Community Conversation

December 7, 2021

Have you joined us on Howspace - our collaborative platform?
Look for an invite email with your personal link
Subject: Welcome to our ODF-BAI workspace
or
visit https://odf-bai.in.howspace.com/welcome
to sign in with the email you registered for this session and you'll receive an email invite
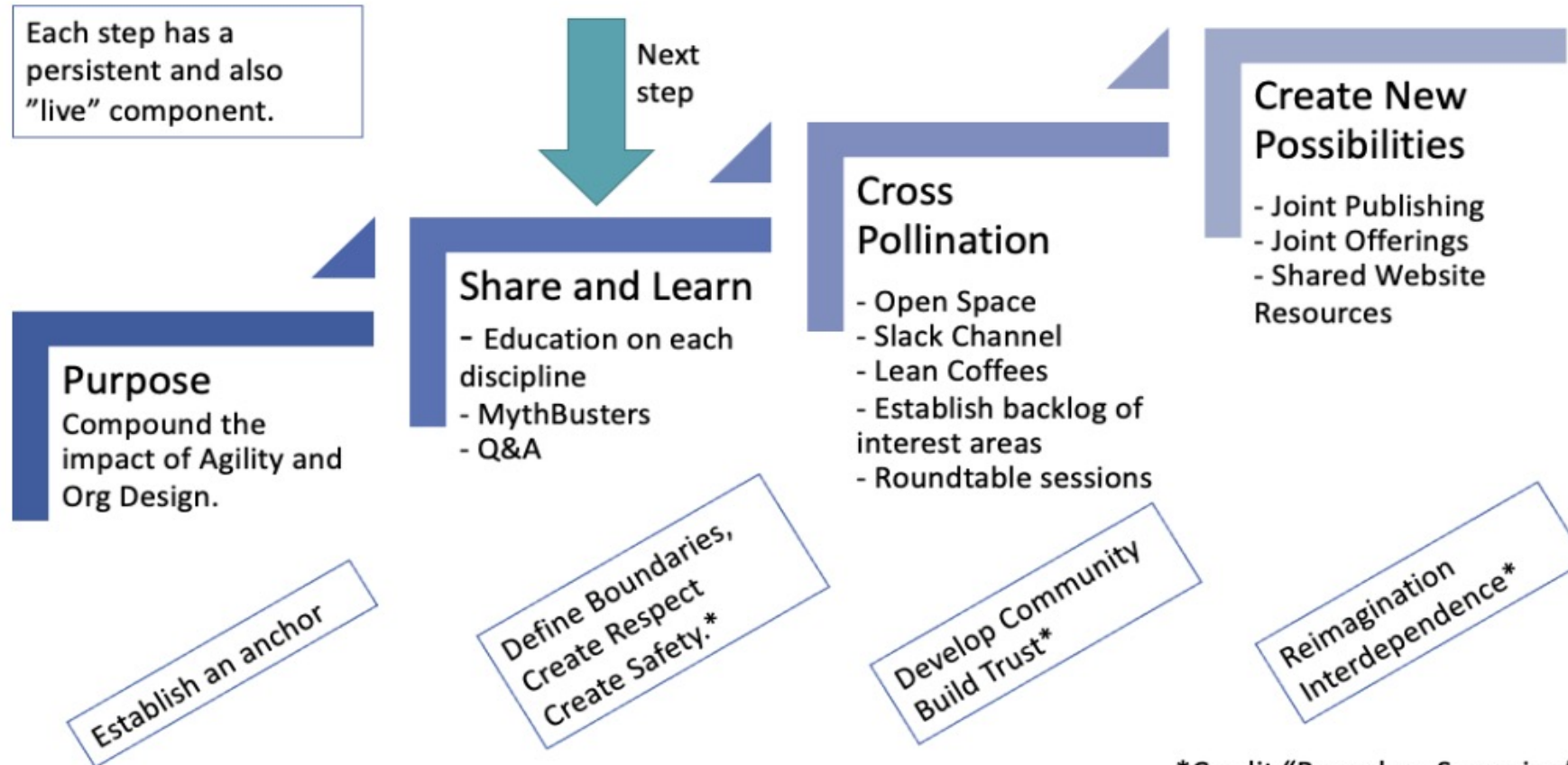
December 2021 Session

Goals

Session #1

- Building community between ODF and BAI

- Introduction to ODF and BAI

- Introduce Fundamentals of OD and Agility

- Further the dialogue between ODF and BAI communities

Connection between ODF and BAI

ODF and Business Agility Partnership Journey

Each step has a persistent and also "live" component.

Next step

Purpose
Compound the impact of Agility and Org Design.

Share and Learn
- Education on each discipline
- MythBusters
- Q&A

Cross Pollination
- Open Space
- Slack Channel
- Lean Coffees
- Establish backlog of interest areas
- Roundtable sessions

Create New Possibilities
- Joint Publishing
- Joint Offerings
- Shared Website Resources

Establish an anchor

Define Boundaries, Create Respect Create Safety.*

Develop Community Build Trust*

Reimagination Interdependence*

*Credit "Boundary Spanning" - CCL

Who we are -ODF Mission and Vision

Who We Are

Our **MISSION** is to help practitioners around the world make organizations more effective, successful, and inspiring for all.

Our **VISION** is to be the international community that brings diverse theory and practice together to advance organizations through design.

Our Community is a diverse group of life-long learners, who are energized by free-flowing information, the application of ideas for good, and by connecting with colleagues. We are practitioners with varying levels of experience, interests and roles in organization design.

ODF
ORGANIZATION
DESIGN FORUM

BUSINESS AGILITY
INSTITUTE

THE BUSINESS AGILITY INSTITUTE

The Business Agility Institute is a fiercely independent research & advocacy organization for the next generation of companies.
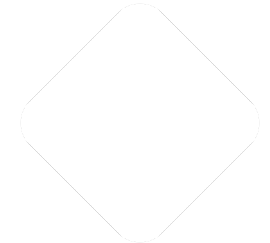
We drive industry change through applied research, pragmatic guidance, and building networks of individuals and organizations. Our goal is your success no matter what the future brings.
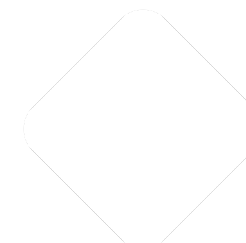
FOCUS AREAS
Inspiration + Information
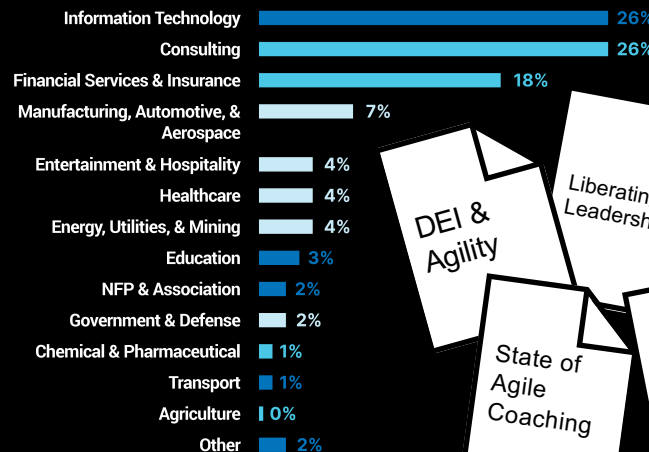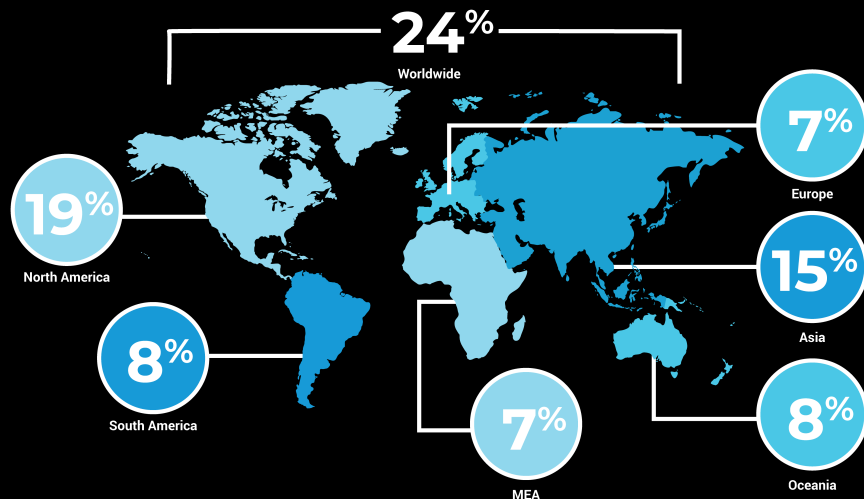
Research & Standards

Ecosystem Development

Mentorship

Advocacy & Thought Leadership

RESEARCH: 1300+ Companies
We have data on how organizations work

24% Worldwide

7% Europe

19% North America

15% Asia

8% South America

7% MEA

8% Oceania

Industry	%
Information Technology	26%
Consulting	26%
Financial Services & Insurance	18%
Manufacturing, Automotive, & Aerospace	7%
Entertainment & Hospitality	4%
Healthcare	4%
Energy, Utilities, & Mining	4%
Education	3%
NFP & Association	2%
Government & Defense	2%
Chemical & Pharmaceutical	1%
Transport	1%
Agriculture	0%
Other	2%

DEI & Agility

Liberating Leadership

Annual State of Business Agility Report

State of Agile Coaching

Business Agility in Business Schools

12 active research projects at any time

BUSINESS AGILITY INSTITUTE

Fundamentals

What is Organization Design?

A systematic and holistic approach to aligning and fitting together all parts of an organization to achieve its defined strategic intents.
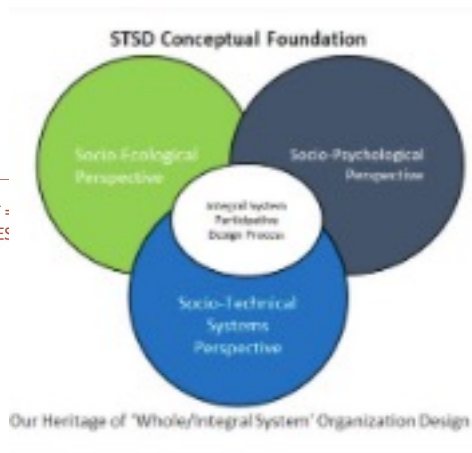
There are numerous models that you can apply…
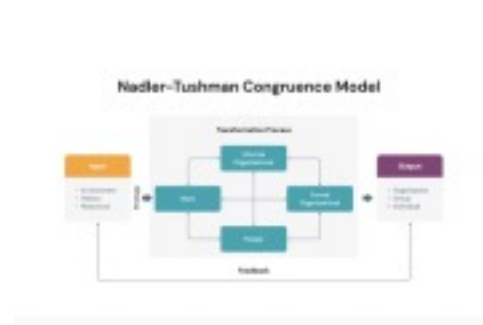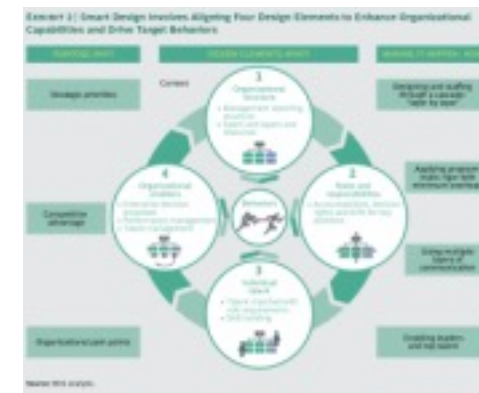
Galbraith STAR Model

Socio-Technical System Design

Nadler Tushman Congruence Model

BCG Smart Design

McKinsey 7s

More info available on ODF Website – Practitioner Toolkit…
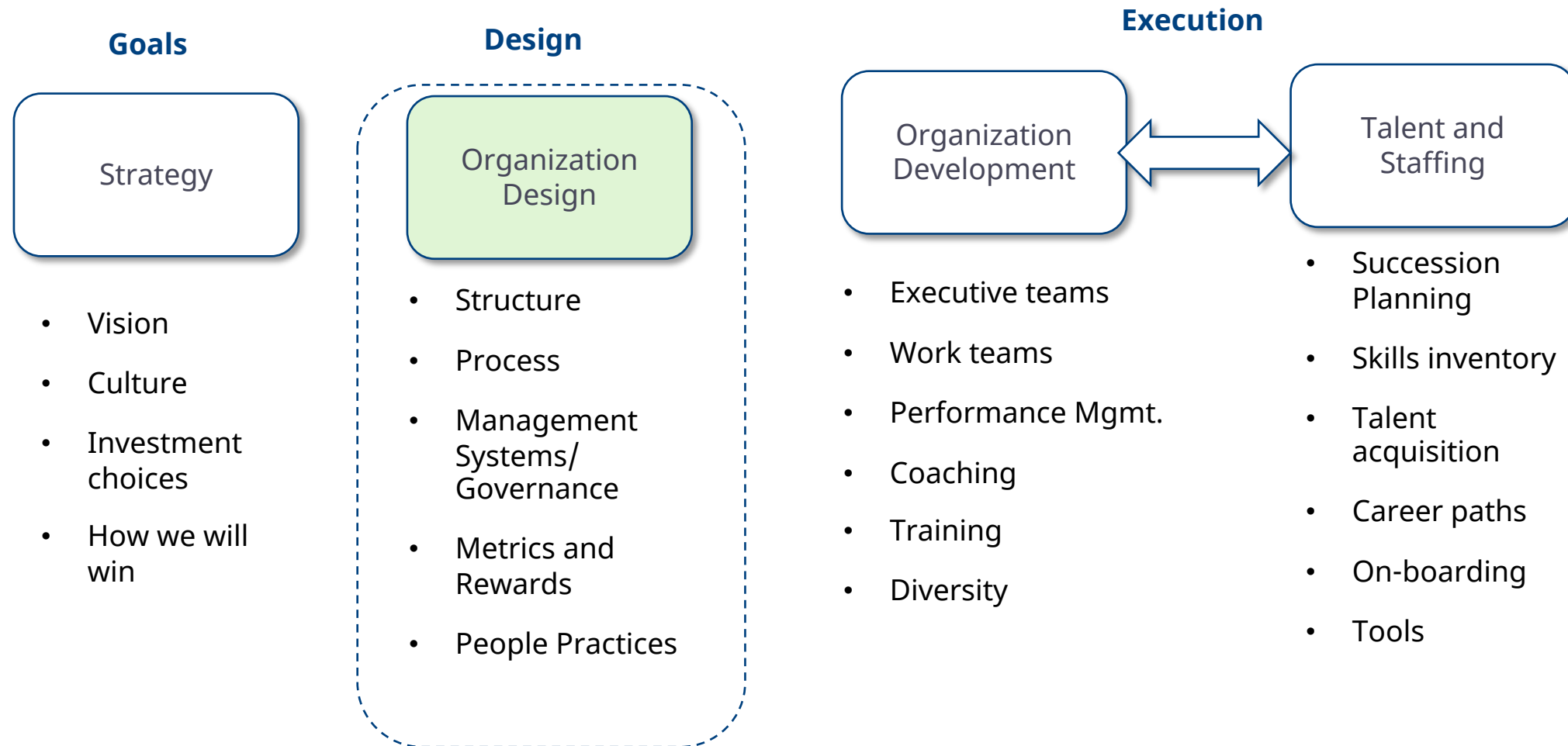
Role of a designer

Design-thinking approach

- Resolve ill-defined problems
- Take a human-centered approach: use research to create a thorough understanding of what employees and customers want and need 'build empathy'
- Employ 'abductive' or productive thinking: what if we were to do this?
- Create models to examine complex problems
- Try early and often: rapid experimentation and prototyping
- Seek outside help: co-create with clients and their customers
- Tolerate failure

Tim Brown, Design Thinking, Harvard Business Review, June 2008
Jon Kolko, Design Thinking Comes of Age, Harvard Business Review, September 2015

ODF
ORGANIZATION
DESIGN FORUM

BUSINESS AGILITY
INSTITUTE

Where organization design fits in the work of leaders (and HR)

Goals

Design

Execution

Strategy

- Vision
- Culture
- Investment choices
- How we will win

Organization Design

- Structure
- Process
- Management Systems/ Governance
- Metrics and Rewards
- People Practices

Organization Development

- Executive teams
- Work teams
- Performance Mgmt.
- Coaching
- Training
- Diversity

Talent and Staffing

- Succession Planning
- Skills inventory
- Talent acquisition
- Career paths
- On-boarding
- Tools

Source: Adapted from KatesKesler

10

Typical Organizational Design Approach

1 Scoping & Assessment	2 Design & Supporting Mechanisms	3 Staffing & Implementation	4 Team Standup & Sustainment

Deliverables by Phase

• Overall objective of initiative and required stakeholder engagement • Assess and diagnose the Opportunity or Problem to Solve • Identify options and risks and agree and scope of change	• Design criteria and goals for the new organization • Design options for new ways of working; iterate and assess • Document key integrating mechanisms, decision rights	• Define staffing principles & process • Staff teams with desired capabilities • Assess risks & impacts of proposed changes	• Develop and execute team activation • Org design close out • Sustainment plan executed

ODF
ORGANIZATION
DESIGN FORUM

BUSINESS AGILITY
INSTITUTE

BAI

Business issues *are* organizational issues

How can we scale our operations while staying nimble?

How can we optimize digital transformation across our org and for consumers?

How can we sustain growth in our core and focus on innovation?

Our decisions get 'stuck', and issues get escalated without resolution

How can we create optimal employee experiences throughout our org?

How can we effectively manage an omni-channel approach across the enterprise?

ODF
ORGANIZATION
DESIGN FORUM

BUSINESS AGILITY
INSTITUTE

Breakout Session

Breakout

You will be broken out into groups to discuss:

1)
2

When you come back, please be prepared to share any questions, key learnings

Next Steps

- Please continue to engage via Howspace, make new friends!

- Session #2 – Mythbusters (January)

- Thank you!