

The Organization Design Forum's

Realities and Remedies of Loss

A Community Conversation

September 24, 2024



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

“Organization design is planned change that surfaces loss and feelings of loss at the organization, team, and individual level.”

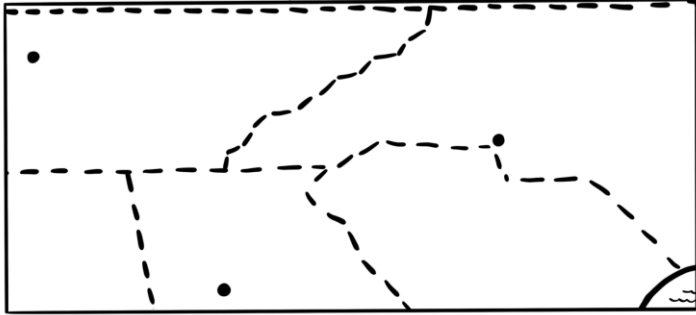
- Mike McGovern



Objectives of this session:

- **Realities** - Understand various losses that might be experienced by stakeholders during an organization design intervention
- **Remedies** - Develop approaches for how these losses might be remedied through:
 - the design itself (and/or)
 - change management actions

Let's zoom in on Loss Categories



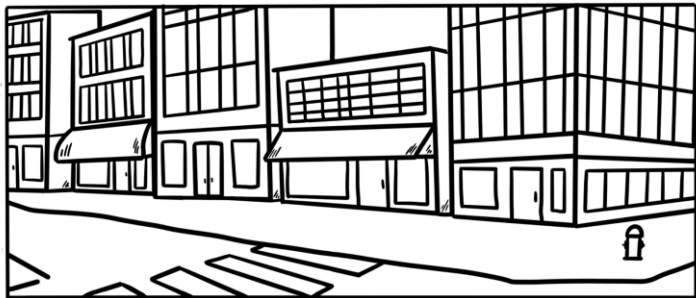
Purpose and Sustainability

Financial security, compensation, clarity, context, mission, vision, purpose.



Team and Process Alignment

Capacity, control/power, community, psychological safety, convenience, access to resources, decisionmakers, culture.



Individual Growth

Competence, confidence, capability, certainty, self-concept, routine, or image.

The Types of Loss Table

Think of it as a way to organize your thinking...

Dealing with Loss in Organization Design Initiatives				
Item	Type of Loss Loss of:	Description. How loss might come about.	Actions to Address	Notes, models, Tools, resources.
Purpose & Sustainability				
17	Financial Security, Compensation, Livelihood. EXAMPLE	-Consequences that threaten the livelihood and/or the financial security of stakeholders/people. -Compensation -Financial losses that threaten an organization's survival, affecting cash flow, operational capacity, ability to invest in growth or recovery.	-Voluntary severance, severance packages, job transition support, extended benefits, tuition and training reimbursement, financial counseling services, easing of role definitions to enable adaptation.	-Human Resources Compensation group. -Outplacement firms. -Financial firms.

The Types of Loss Categories Index

Individual Growth

Competence

Confidence

Control / Power

Certainty

Psychological Safety

Routine

Self-Concept, Self Image

Social Identity

Compensation

Team and Process Alignment

Community

Clarity

Context

Trust

Access to Decision Makers

Access to Customers
and Stakeholders

Purpose and Sustainability

Financial Compensation

Capacity

Capability

Convenience

Access to Resources

Capital

The “TABLE” Conversation

Turning data and information into stories and shared experience for learning and growth.

1. WHAT ?

- Name the category and type of loss experienced, or currently taking place.

2. SO WHAT?

- Describe the impact and how it came about.

3. NOW WHAT?

- What actions were taken to address the loss, or what options are being considered?
- What models, tools, or resources support this effort?

What is the SCARF model?

Status

- relative importance to others

Certainty

- ability to predict the future

Autonomy

- sense of control over events

Relatedness

- how safe we feel with others

Fairness

- how fair we perceive exchanges between people to be

David Rock – NeuroLeadership Institute

SCARF: A Brain-based Model for Collaborating With and Influencing Others

Now it's your turn...



ODF

Step One

Choose someone in the group who has a current loss they are dealing with, or a past loss they would like to learn from.

Step Two

Using the questions as a guide, identify and record the type of loss, how it came about, and what actions were taken or are being considered.

Step Three

Note any models, tools, or resources.

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