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| **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** |
| **Individual Growth** | | | | |
| 1 | Competence | Knowledge, skills, and abilities of individuals to successfully perform tasks to achieve desired outcomes. (Know how). | — summary of competencies to transfer  — Training  — Clear processes to achieve outcomes  — Timeline expectations  — Involve people along the way, impact of competence loss  — Discuss possible trade-offs with impacted people  — DON’T minimize | — Facilitation tools for managing large amount of input — Training and comms plan with timelines |
| 2 | Confidence | The orientation to take action in pursuit of desired outcomes with anticipation of positive outcomes. Confidence is necessary to ensure acquired competence is actually put to use. |  |  |
| 3 | Routine | The ability to perform a task successfully through habit or with minimal conscious effort. |  |  |
| 4 | Certainty | The ability to act and achieve predictable outcomes. |  | SCARF Model to help leadership hear the voices of those impacted, bring them in to be a part of the process and understand the Why? |
| 5 | Self-Concept, Self Image. | Loss of credibility, face, deference, status. |  |  |
| **Team and Process Alignment** | | | | |
| **Item** | **Type of Loss / Loss of:** | **Description** | **Actions to Address** | **Notes, Models, Tools, Resources** |
| 6 | Capacity | Ratio or Balance of resources to demands. |  |  |
| 7 | Capability | The abilities of an organization to successfully perform tasks to achieve desired outcomes. |  |  |
| 8 | Community | Networks of mutually beneficial and supportive relationships. |  |  |
| 9 | Culture | How we see the world, how we do things around here, what we value and what think is important, behavior we deem appropriate. |  |  |
| 10 | Clarity | Understanding one’s role within the context of the organization’s ecosystem. |  |  |
| 11 | Control/Power | Ability to control or influence events in pursuit of a mission.  -Ability of a person to manage inner state in ways which facilitate responsible exercise of agency. |  |  |
| 12 | Access to Decision Makers | Being heard and understood. Agency directly or through others. |  |  |
| 13 | Access to Resources | Time, money, people, talent, information, technology, management attention, expertise, knowledge. |  |  |
| 14 | Psychological Safety | “Got your back” commitments through tough challenges. |  |  |
| 15 | Trust | A confidence made possible by a history of consistent past behavior, indicative of a person(s) living by a set of standards or principles that allows for prediction. |  |  |
| 16 | Convenience | Circumstances that facilitate the achievement of an outcome with relative speed and ease. |  |  |
| **Purpose & Sustainability** | | | | |
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| **Item** | **Type of Loss /  Loss of:** | **Description** | **Actions to Address** | **Notes, Models, Tools, Resources** |
| 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. |
| 18 | Capitol | Ability to draw investment and other financial resources. The financial value given by stakeholders to the organization. Stock price, etc. |  |  |
| 19 | Purpose | The reason we exist, the needs we serve.  Our higher service. |  |  |
| 20 | Context | Maps of the mind that guide interpretation of events within the larger organization and ecosystem. Meaning ascribed to the effective use of competence, and org capability to achieve desired outcomes. |  |  |
| 21 | Access to Customers and other stakeholders | Incorporating “voice” of the customer and stakeholder interactions with employees and leaders explicitly into Organization Design criteria. |  |  |

Draft table providing the various Types of Loss and Descriptions provided by Mike McGovern. He would be happy to collaborate with anyone who would like to help build out the last two columns and can be reached at ***michaelfmcgovern@gmail.com***