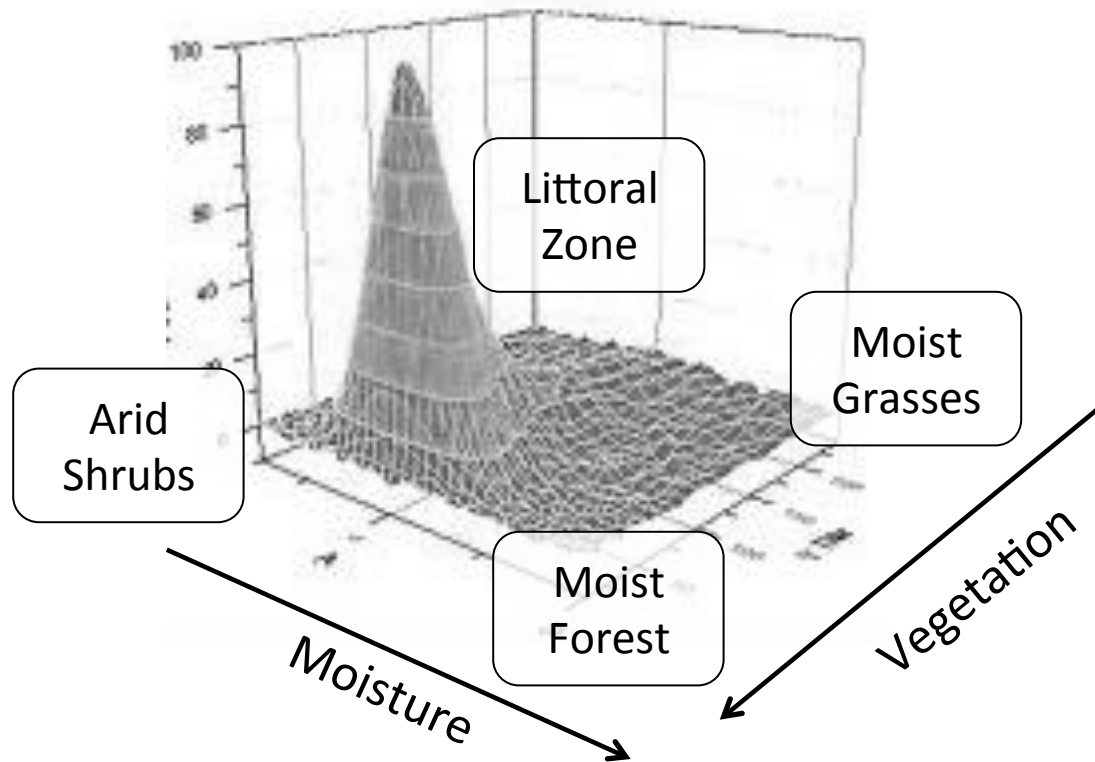


Design Challenge: Reframing Organization Design through the Lens of Four Landscapes of Work

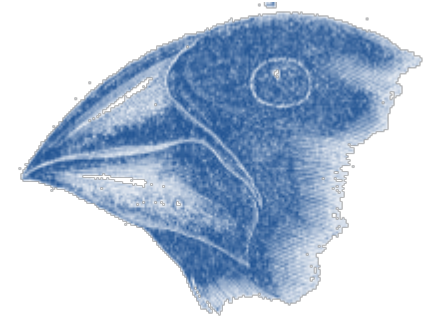
Bill Zybach
and
Rich Thayer



Fitness Landscapes



Galapagos Islands



Large Ground Finch

Other genotypes have different fitness profiles:

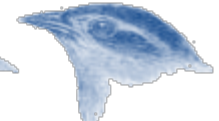
Medium Ground Finch



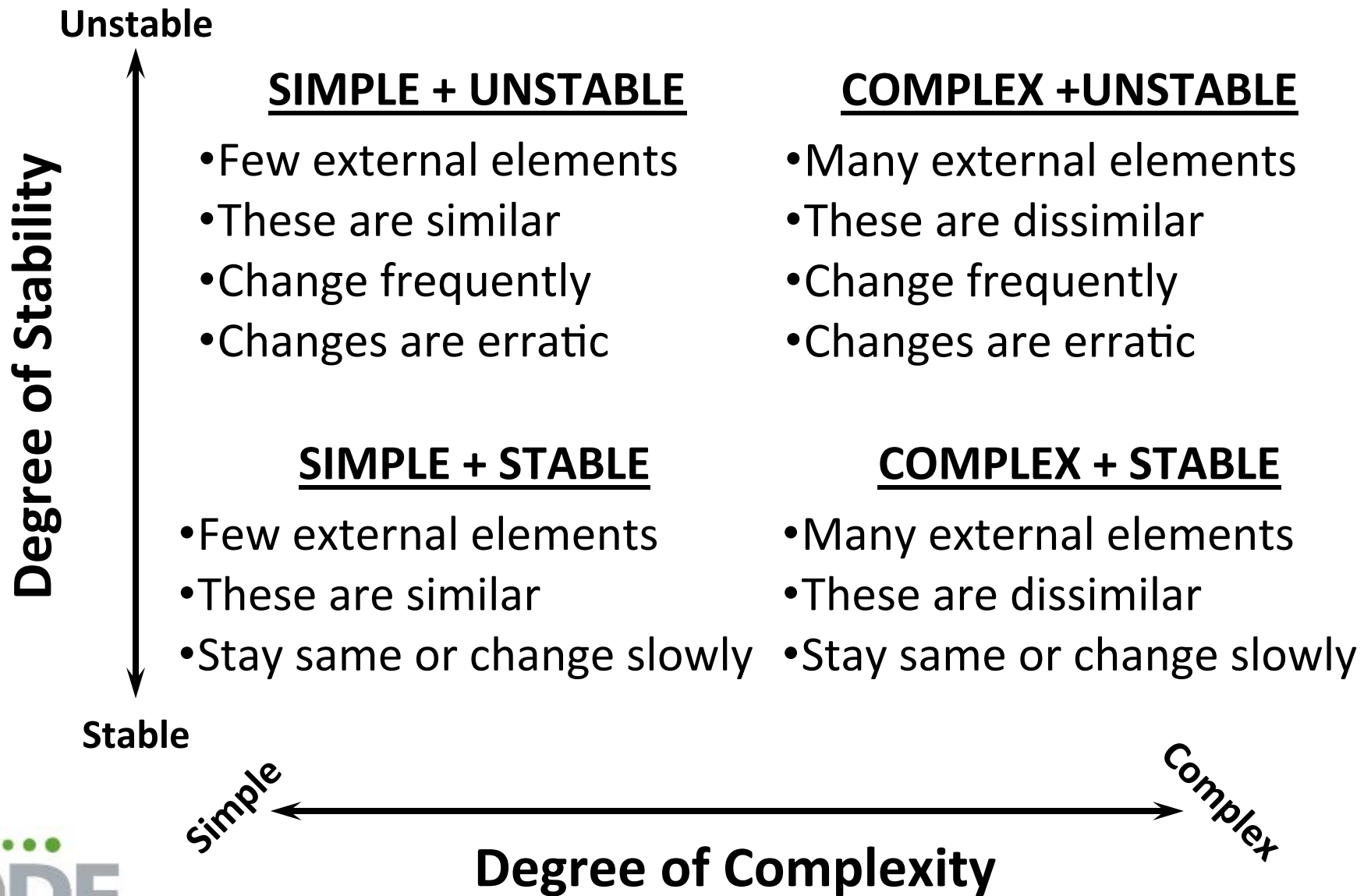
Small Tree Finch



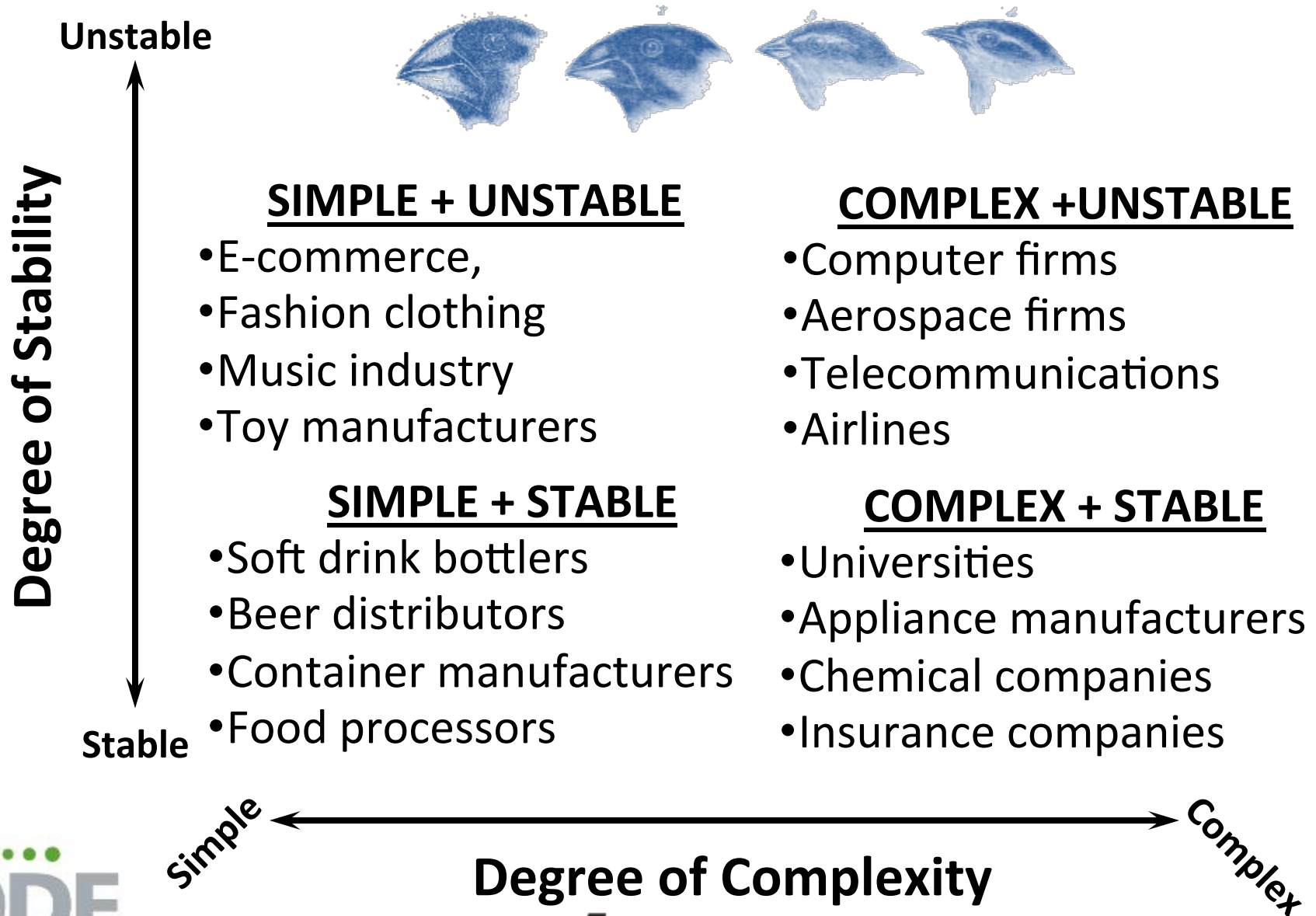
Green Warbler Finch



Environmental Contexts



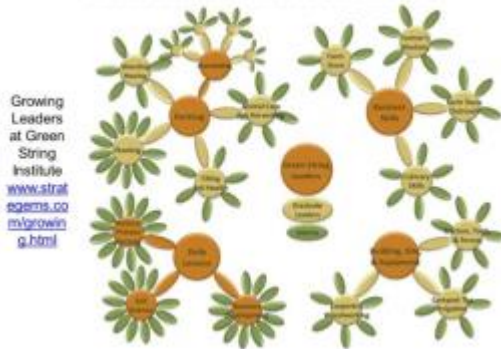
What “Finches”/Organizations Thrive Where?



Examples Handouts



Environmental Education Institute

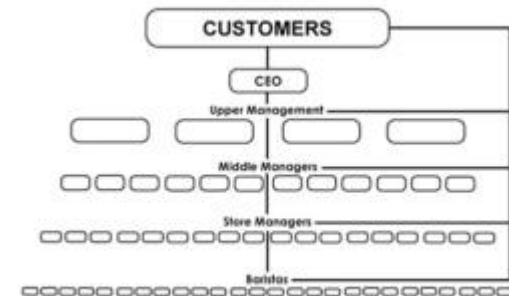


Sparkfun Electronics

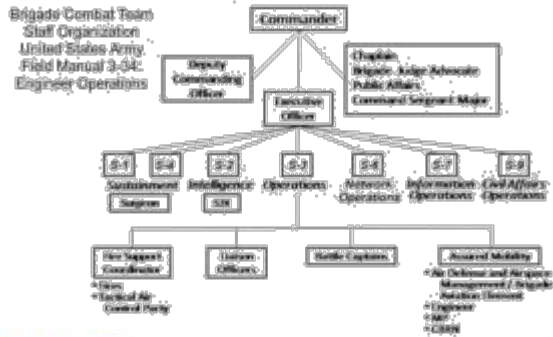
Sparkfun Organization Chart
www.sparkfun.com/news/413



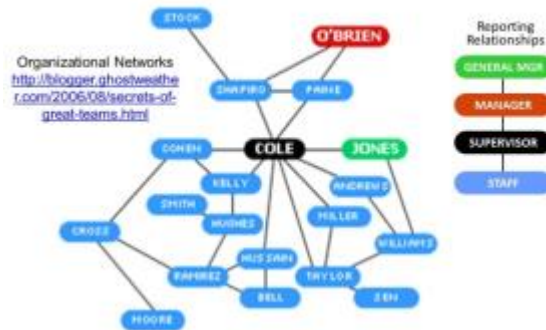
Starbucks



Military Combat Brigade



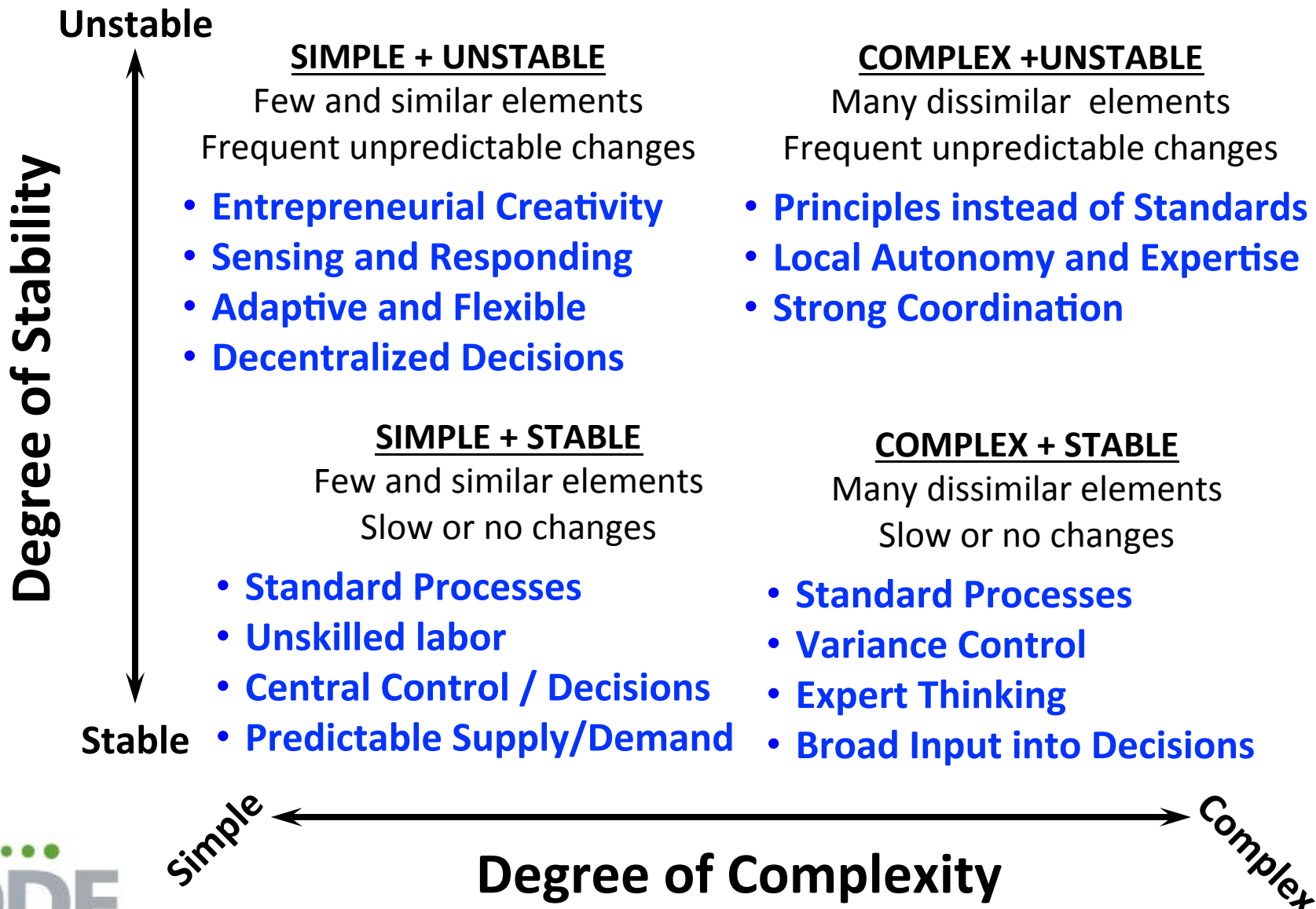
Oil Industry Network



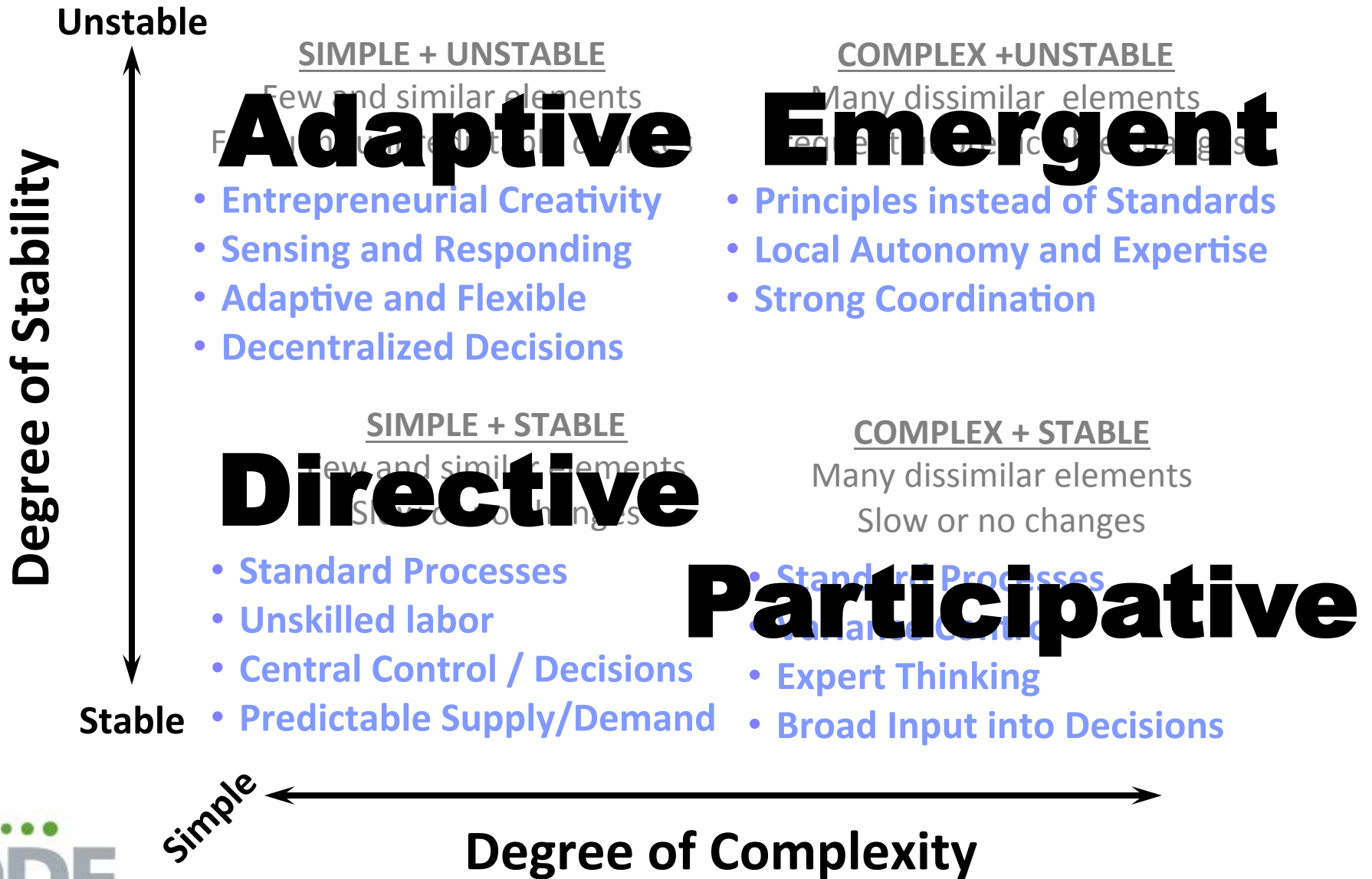
Youth Ministry Network



Landscape Characteristics

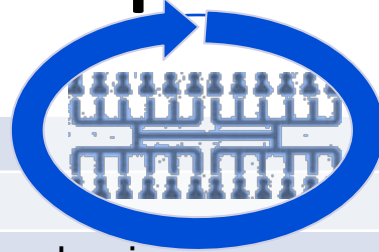


Landscape Labels



Landscapes and Change

Adaptive



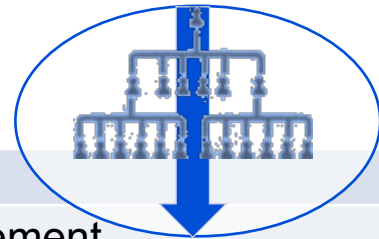
Innovation	Ambidextrous
Design Method	Prototyping
Typical Structure	Matrix; lateral mechanisms
Decision Culture	Dialogue or distributed to right level
Change Culture	Push and pull: proactive, engaged, co-created change
Best "Fit" Change	Collaborative prototyping, adaptive, experimentation

Emergent



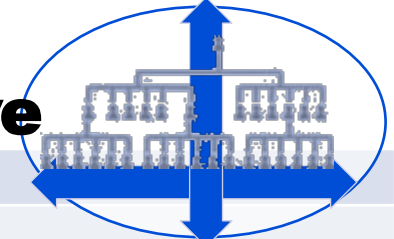
Innovation	Organic
Design Method	Real time
Typical Structure	Network, circles, fluid communities
Decision Culture	Based on roles and accountabilities
Change Culture	Pull: ability to change is built into daily work, self organizing
Best "Fit" Change	Real time mechanisms to address tensions in daily work

Directive



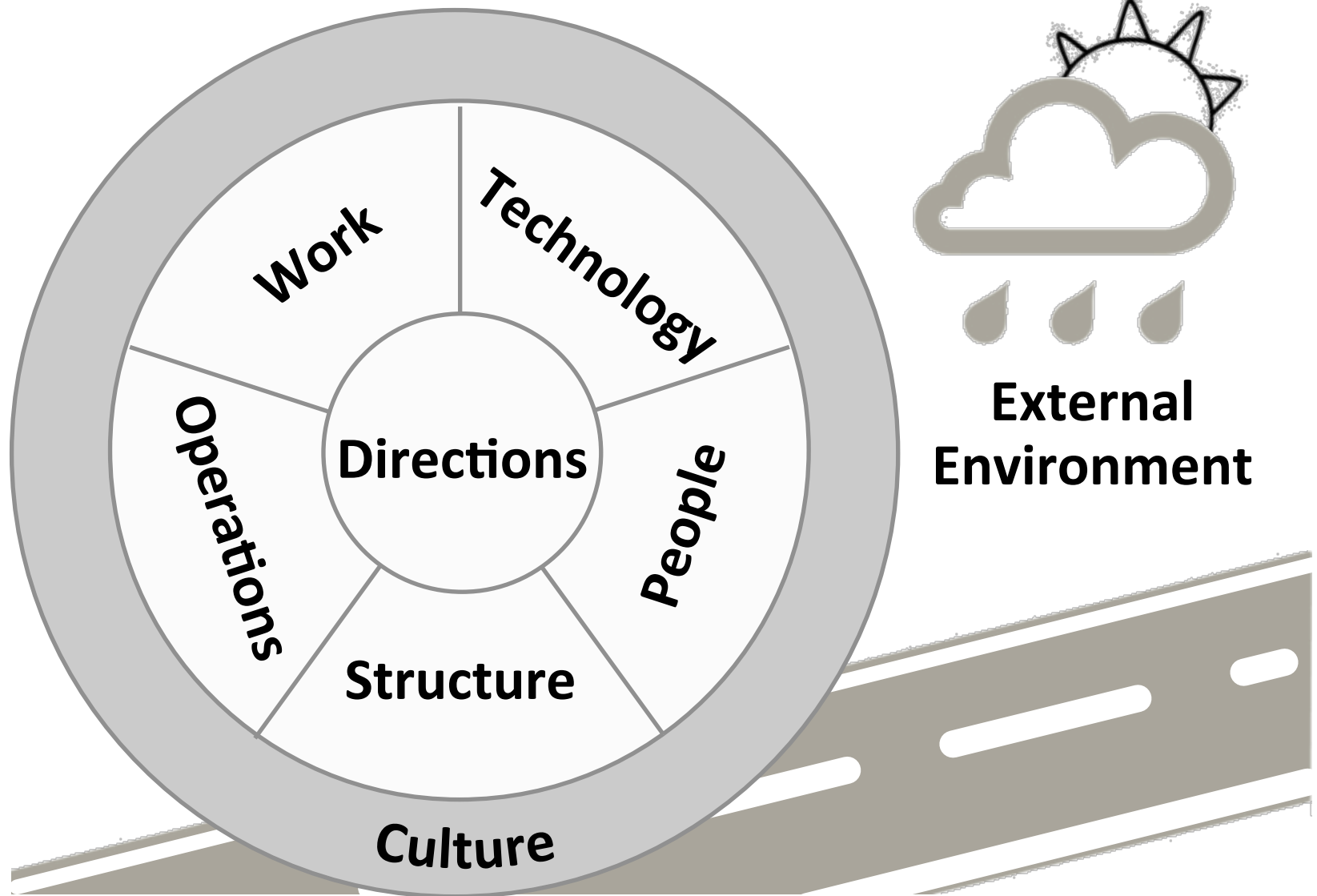
Innovation	Mechanistic
Design Method	Project management
Typical Structure	Vertical hierarchy
Decision Culture	Directed and controlled from top
Change Culture	Push: control, predict, conform to prescribed culture, one-way
Best "Fit" Change	Expert strategic planning; transactional change

Participative

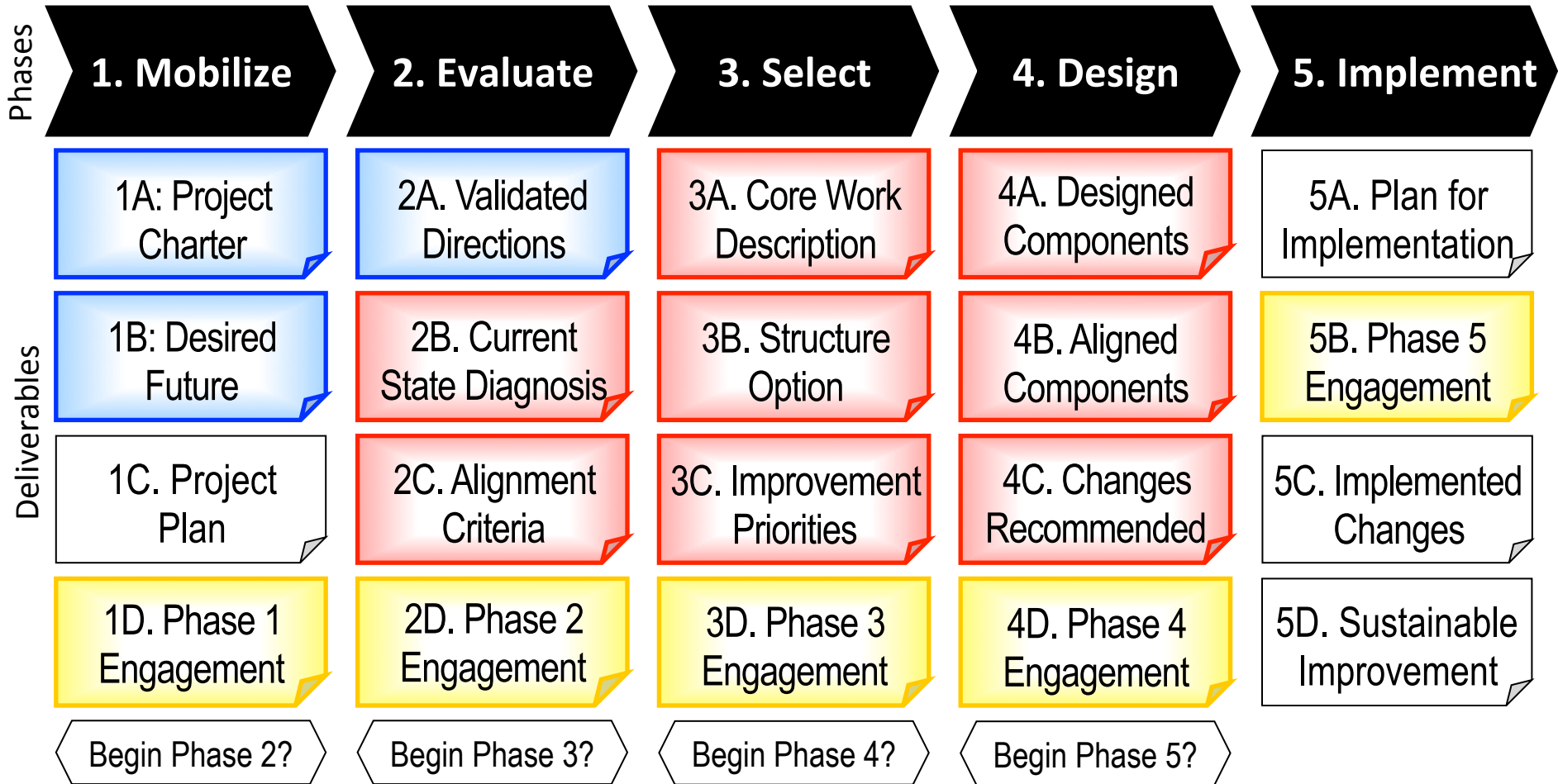


Innovation	Humanistic
Design Method	Project management
Typical Structure	Horizontal cross functional
Decision Culture	Consultative or delegated selectively
Change Culture	Push and pull: participative, feedback influences change
Best "Fit" Change	Engagement events and initiatives; continuous improvement

Organization Components: One Grouping



Organization Alignment: One Approach



Types of Activity:

Align with Sponsors



Engage the Stakeholders



Design the Organization



Manage the Project



Design Challenge Exercise



Select Landscape

- We have set landscape labels at four tables
- Which landscape will stretch you or satisfy a passion?
- Move to one of the four tables

Exercise Instructions

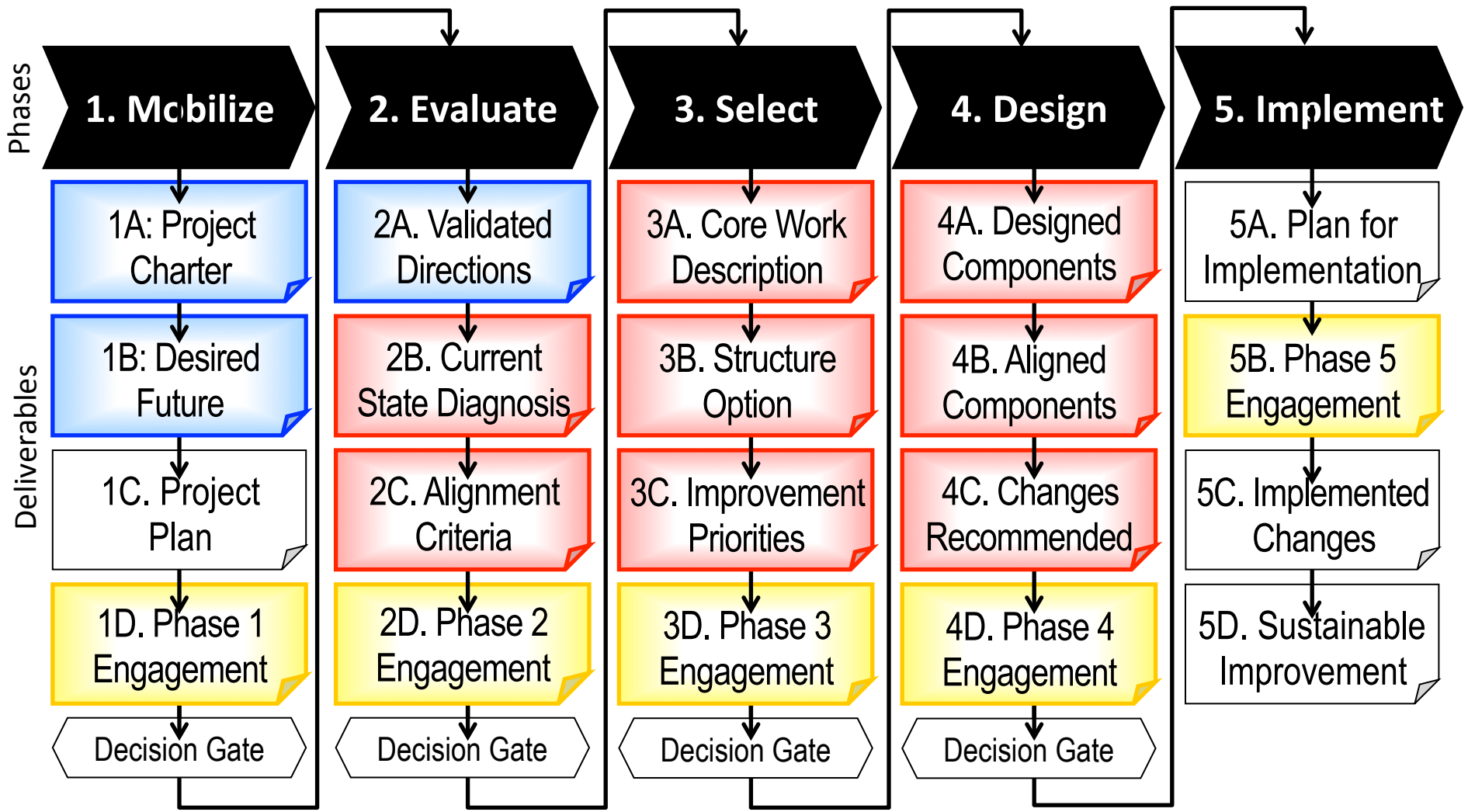
- Your table team has just met with client
- It's clear that they sit squarely in your table's landscape
- Create a client presentation with at least these features:
 - Treats the organization from a systems perspective
 - Includes an approach that matches the client's landscape



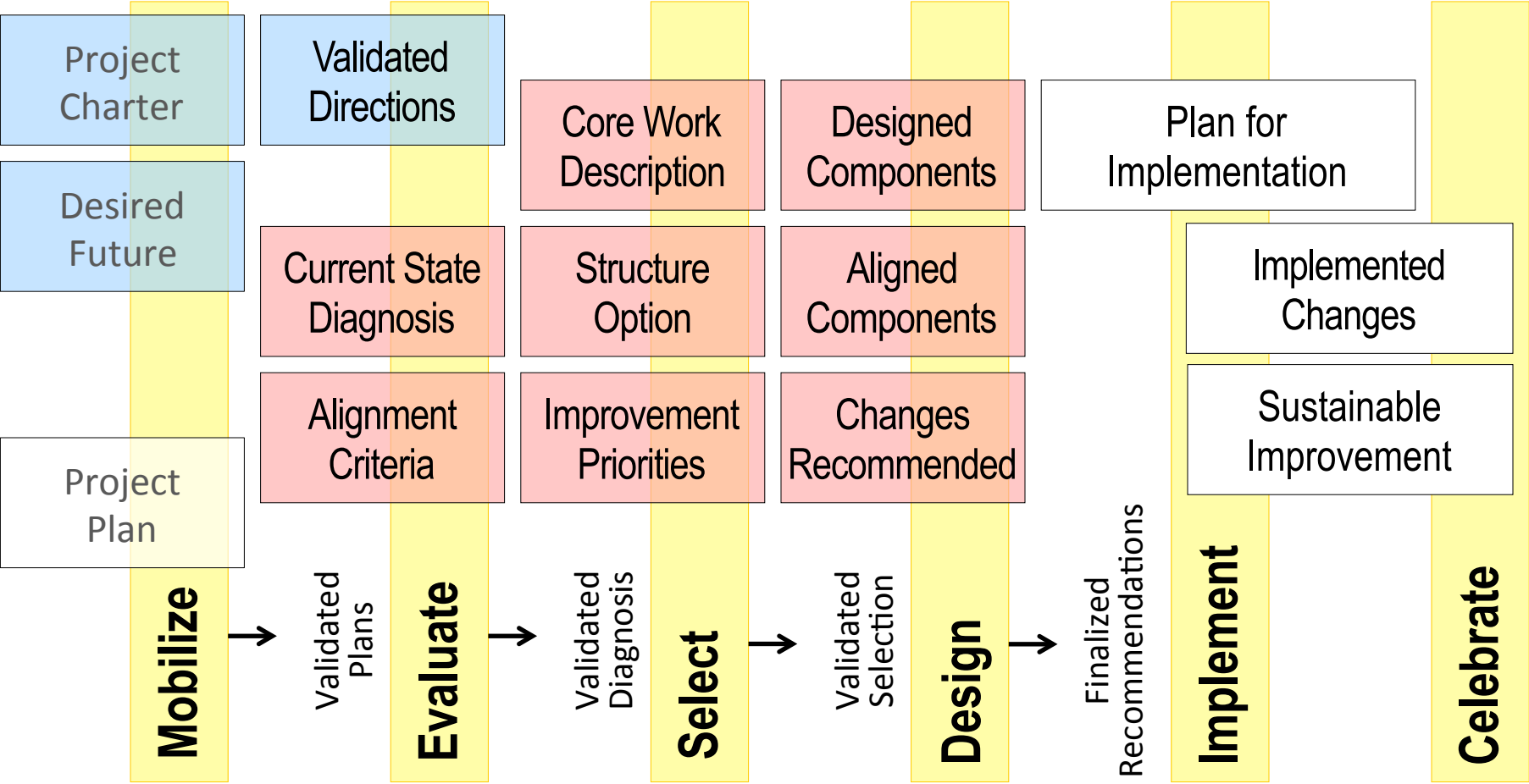
Presentation to client

- Role play the presentation in a way that fits the landscape
- Rest of the room role plays the client and their landscape
- During presentations: How does this make you feel

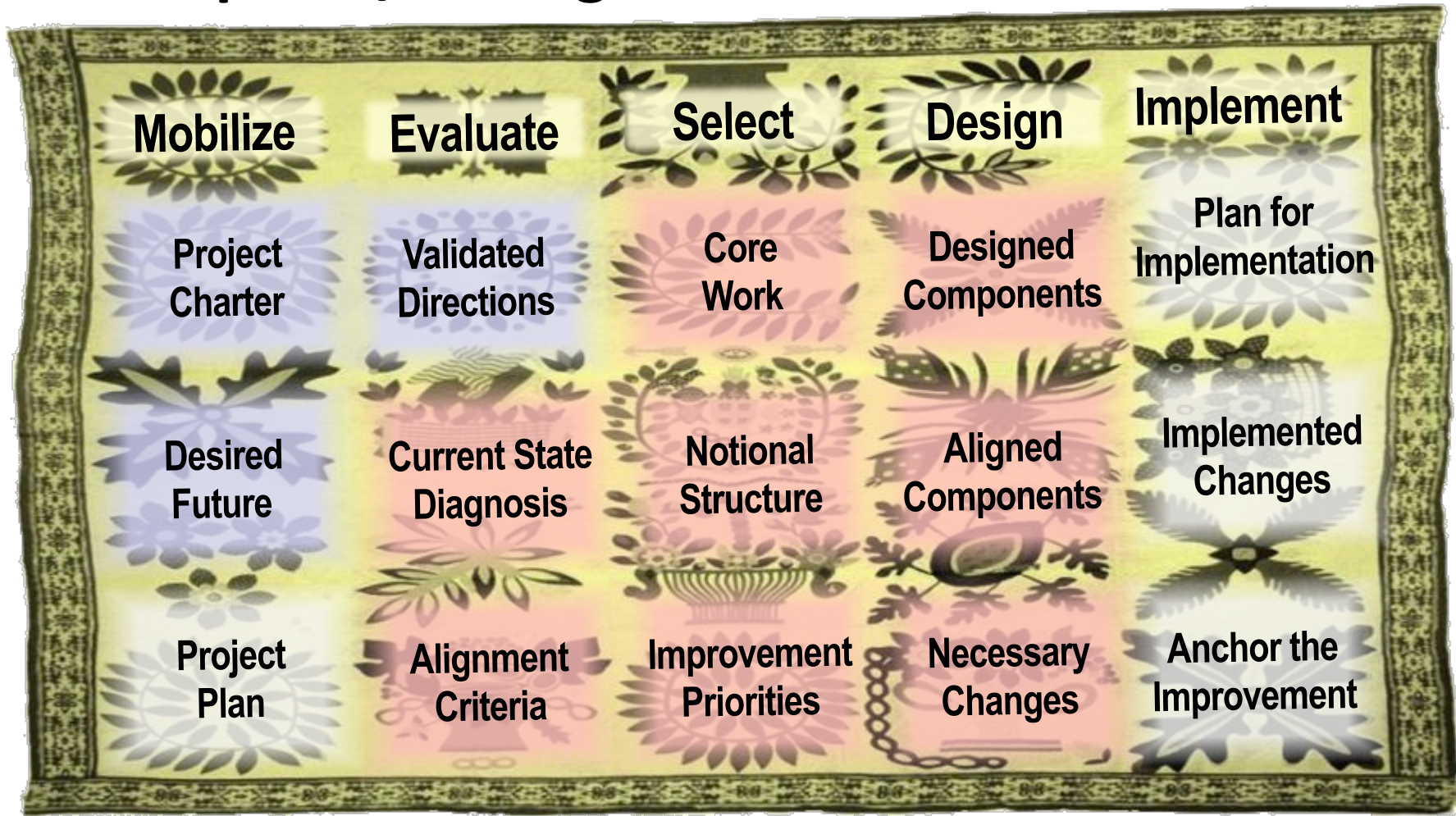
Directive ... Focus on Activities



Participative ... Focus on Co-Creation



Adaptive / Emergent ... Mosaic of Outcomes



Types of Activity:

Align with Sponsors

Engage the Stakeholders

Design the Organization

Plan and Work

Landscapes Matter ... and Can Change

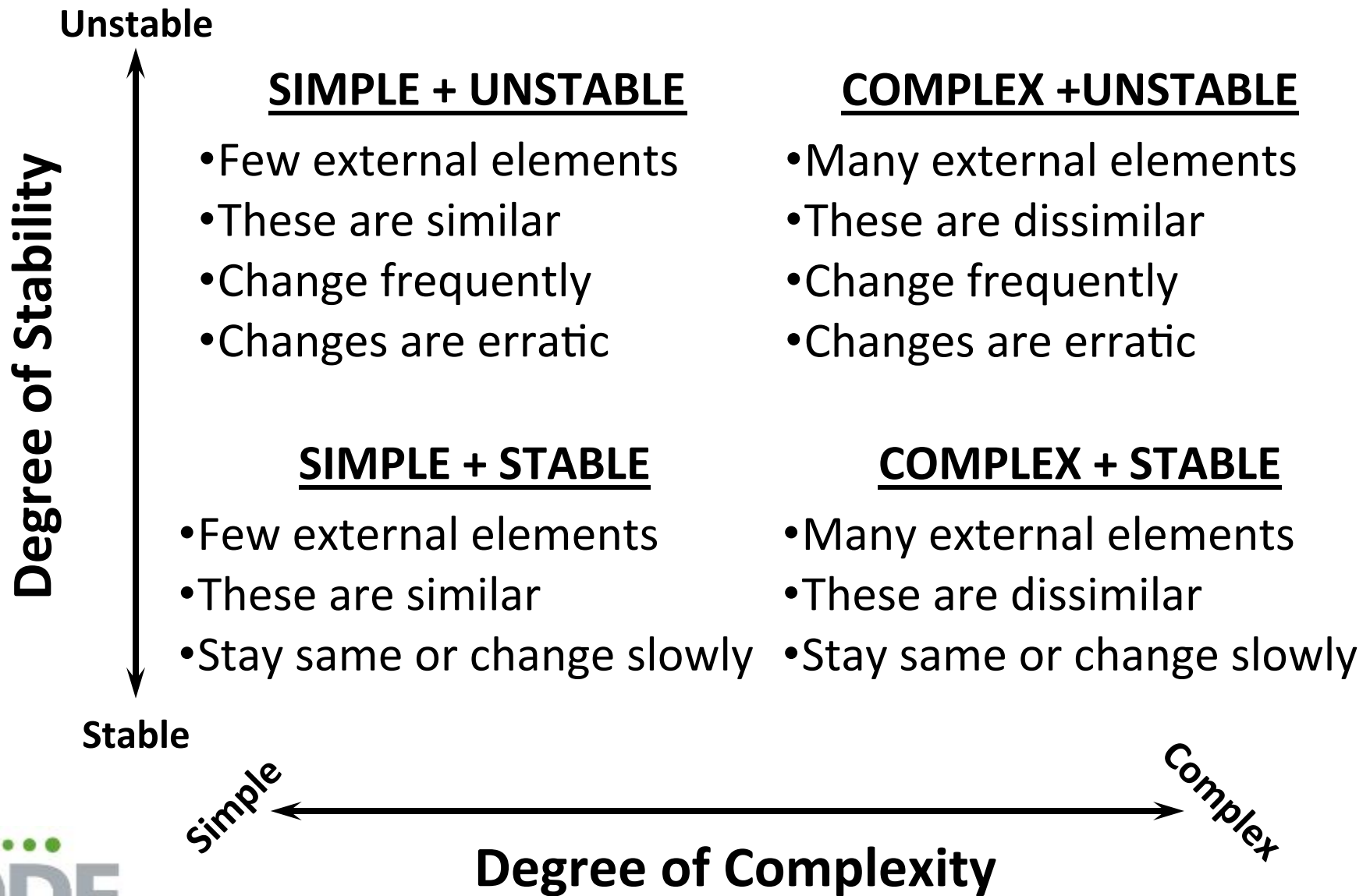


OTHER MATERIALS

Facilitator's Agenda

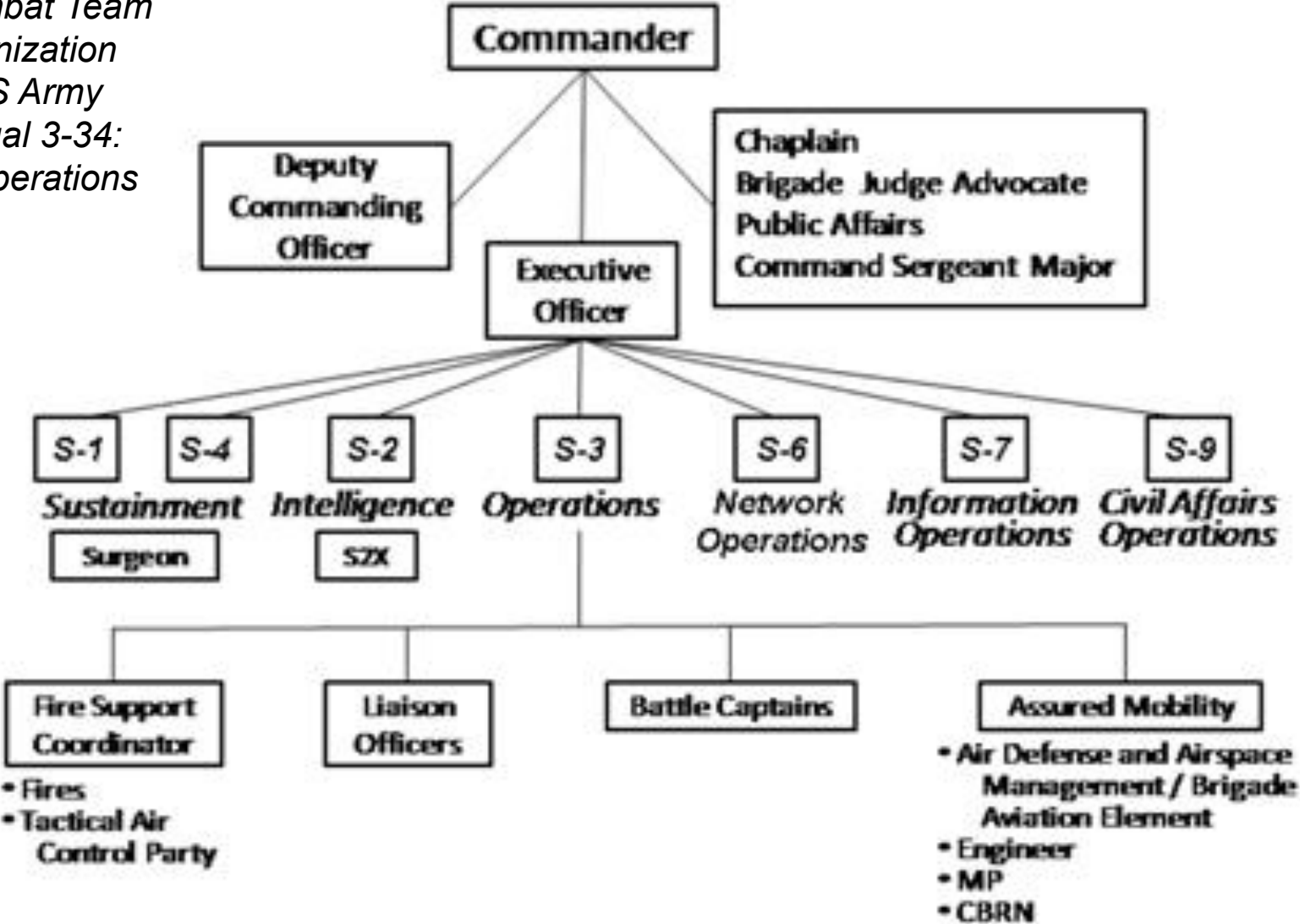
Mins	Total	Activity	Who	Materials
5	5	<u>Getting Started:</u> Welcome and Introductions	Bill	Slide 1: Title
10	15	<u>Underlying Concepts:</u> Fitness and environmental landscapes	Rich	Slide 2: Fitness landscapes Slide 3: Environmental contexts
15	30	<u>Develop the Landscapes</u> <ul style="list-style-type: none"> • Examples exercise • Attributes exercise • Debrief 	Bill	Slide 4 and Handout 2: Framework Handouts 2 - 9: Examples Slide 5: Thumbnails of examples Flipcharts
10	40	<u>Characterize the Landscapes:</u> Characteristics, labels, and change across the landscapes	Rich	Slide 6: Landscape characteristics Slide 7: Landscape labels Slide 8: Landscapes and change
20	60	<u>Designer's Challenge Exercise</u> <ul style="list-style-type: none"> • Systems approaches • Exercise instructions • Exercise 	Bill	Slides 9: Component wheel Slide 10: Alignment method Slide 11: Design challenge exercise Flipcharts
25	85	<u>Reports:</u> Presentations, debrief, and lessons learned	Rich	Slides 12 – 14: Lessons for working in each landscape
5	90	Conclusion	Bill	Slide 15: Landscapes matter/change

Environmental Contexts

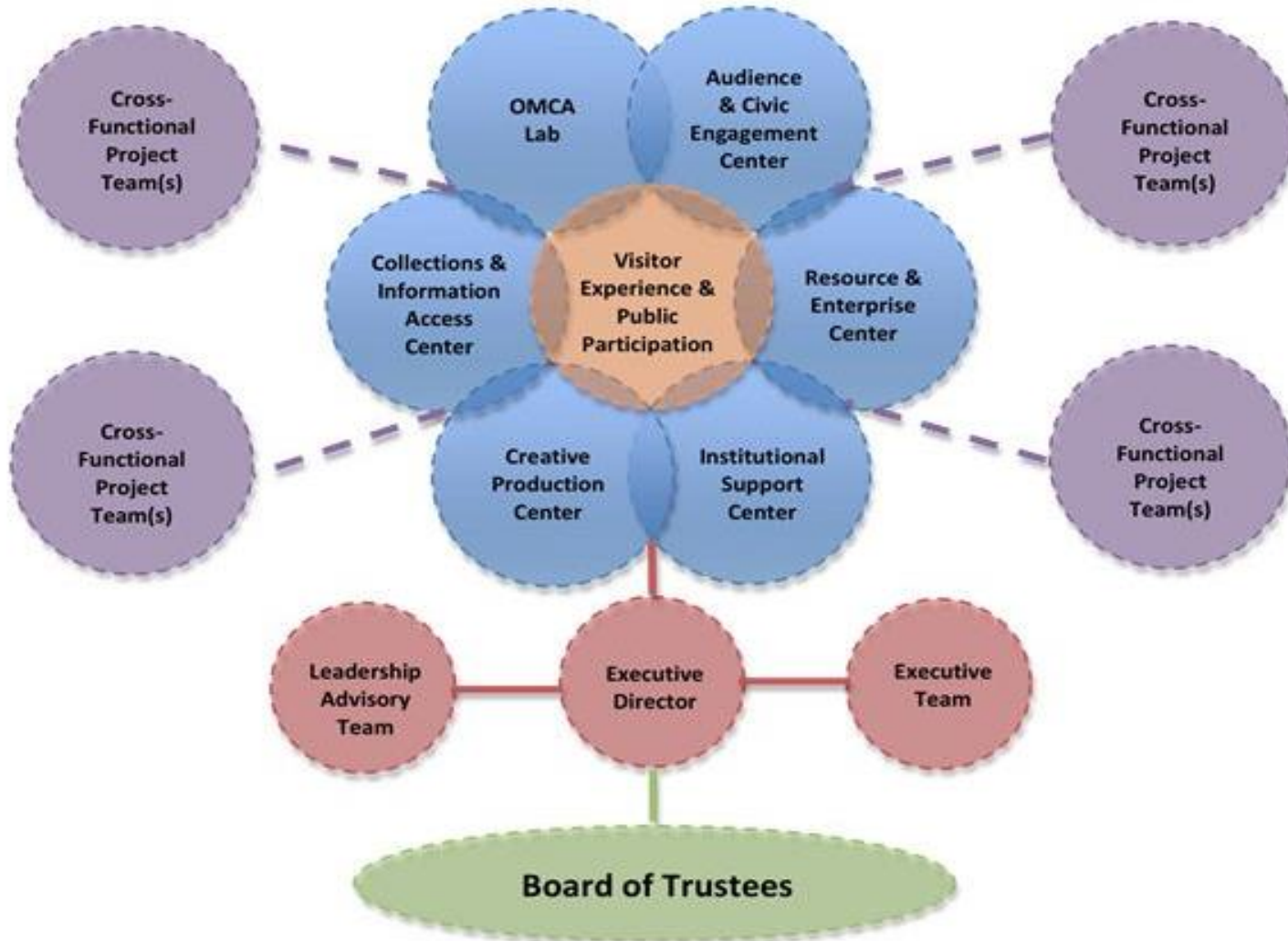


Military Combat Brigade

Brigade Combat Team
 Staff Organization
 Credit: US Army
 Field Manual 3-34:
 Engineer Operations



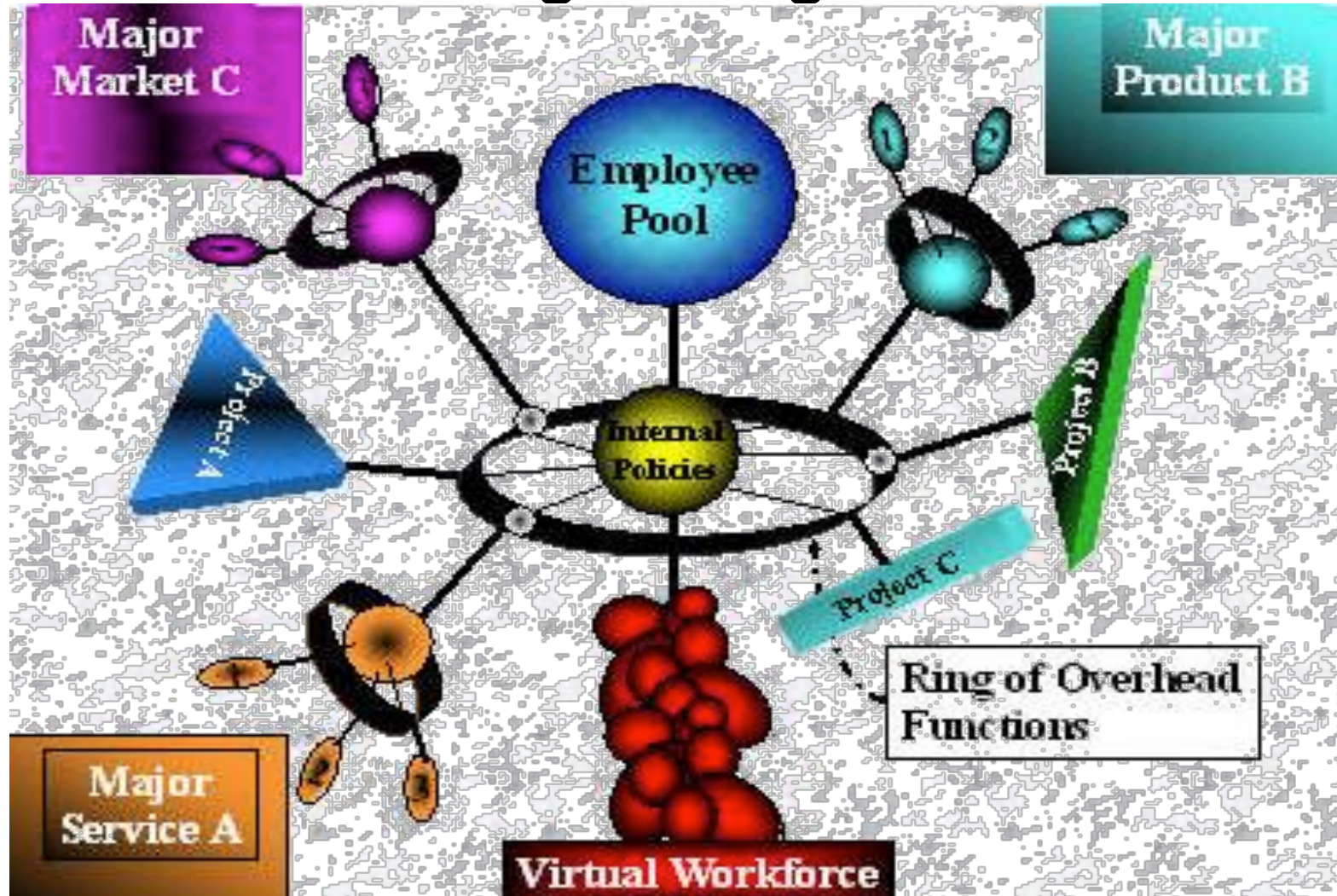
Audience-Focused Museum



Oakland Museum of California

Credit: www.futureofmuseums.blogspot.com/2011/06/audience-focused-museum-organizational-structure.html

Virtual Organic Organization

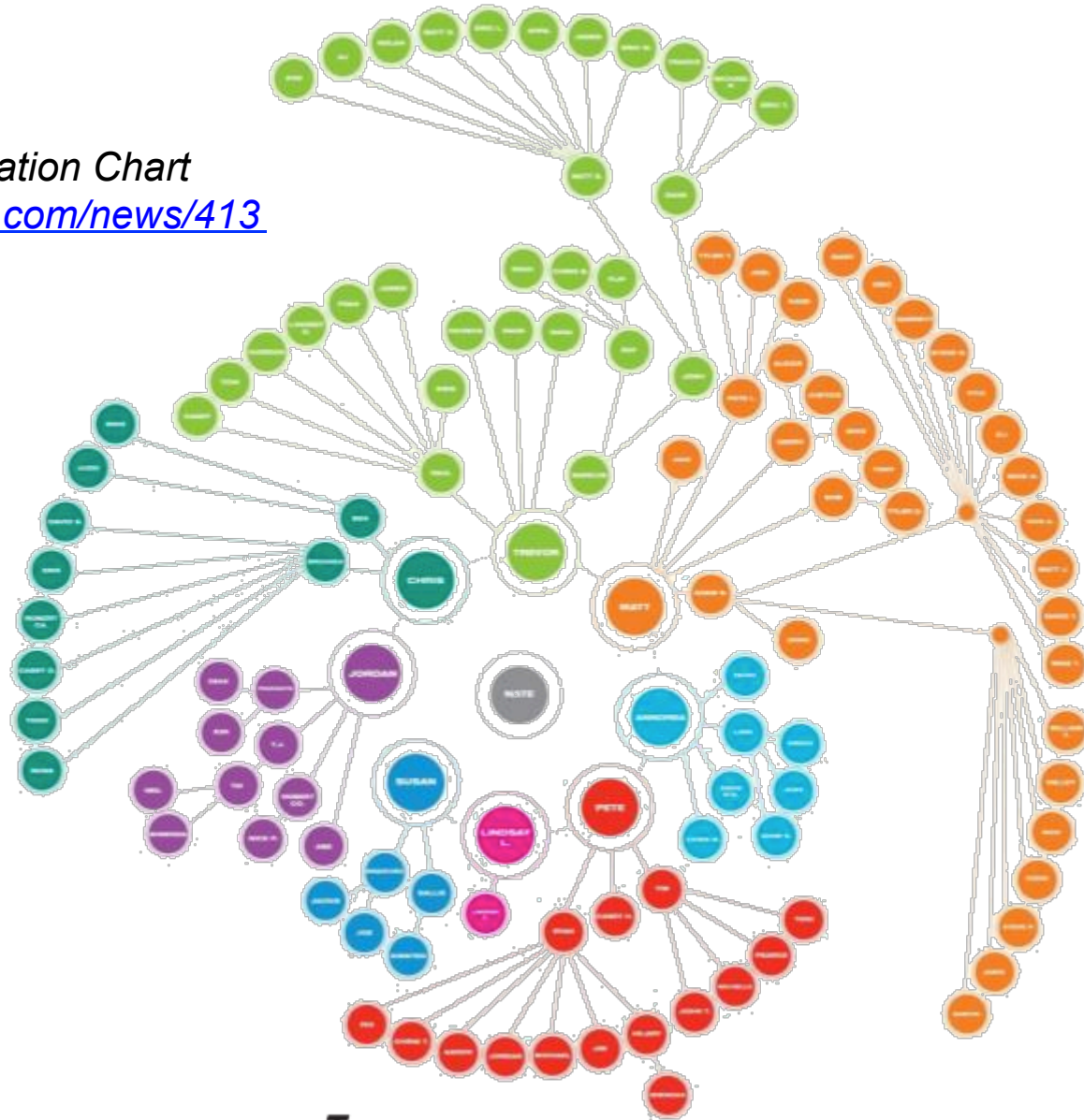


Organizational Structure for the 21st Century

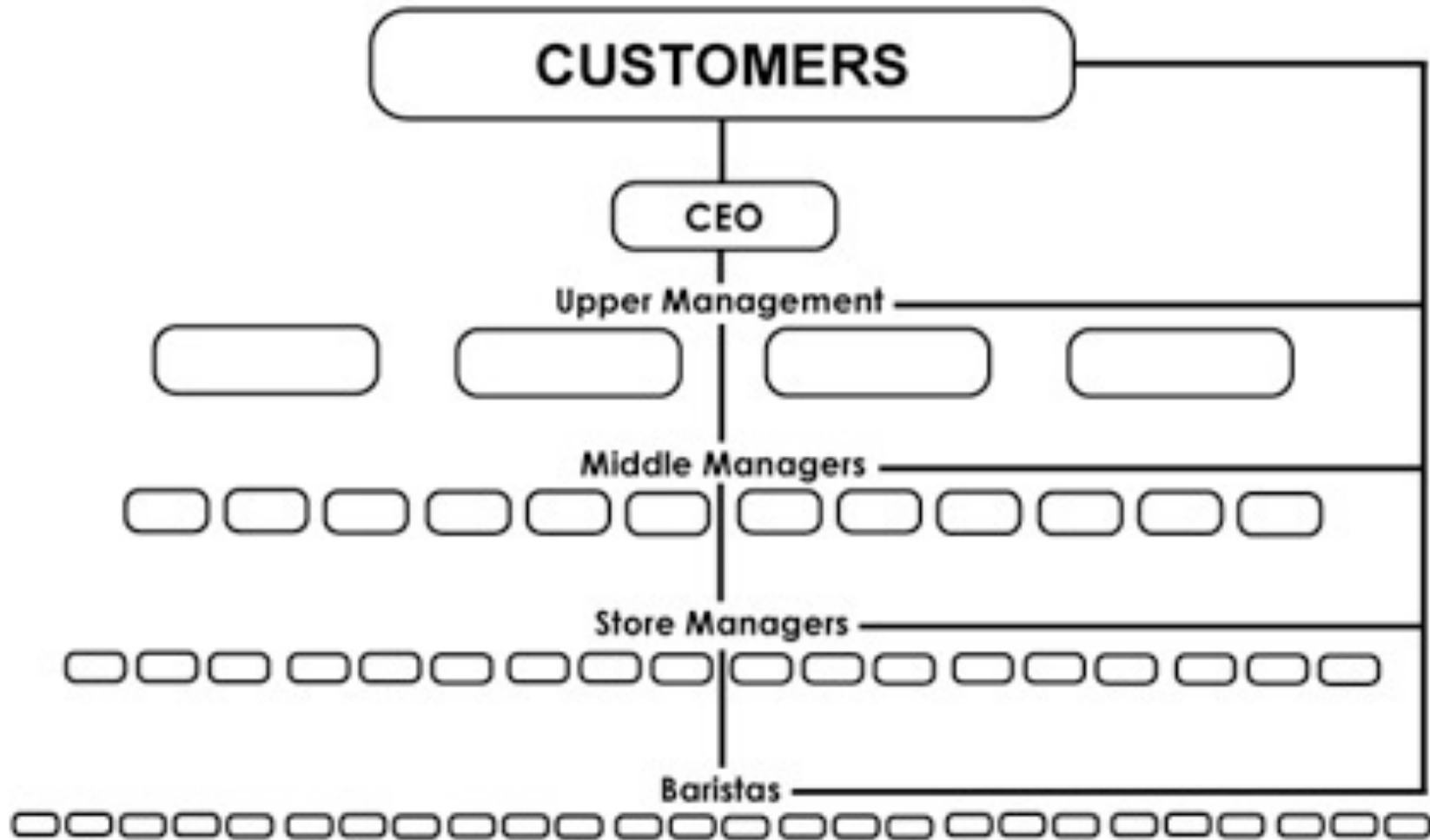
Credit: www.westbrookstevens.com/21st_century_org.htm

Sparkfun Electronics

Sparkfun Organization Chart
Credit: www.sparkfun.com/news/413



Starbucks



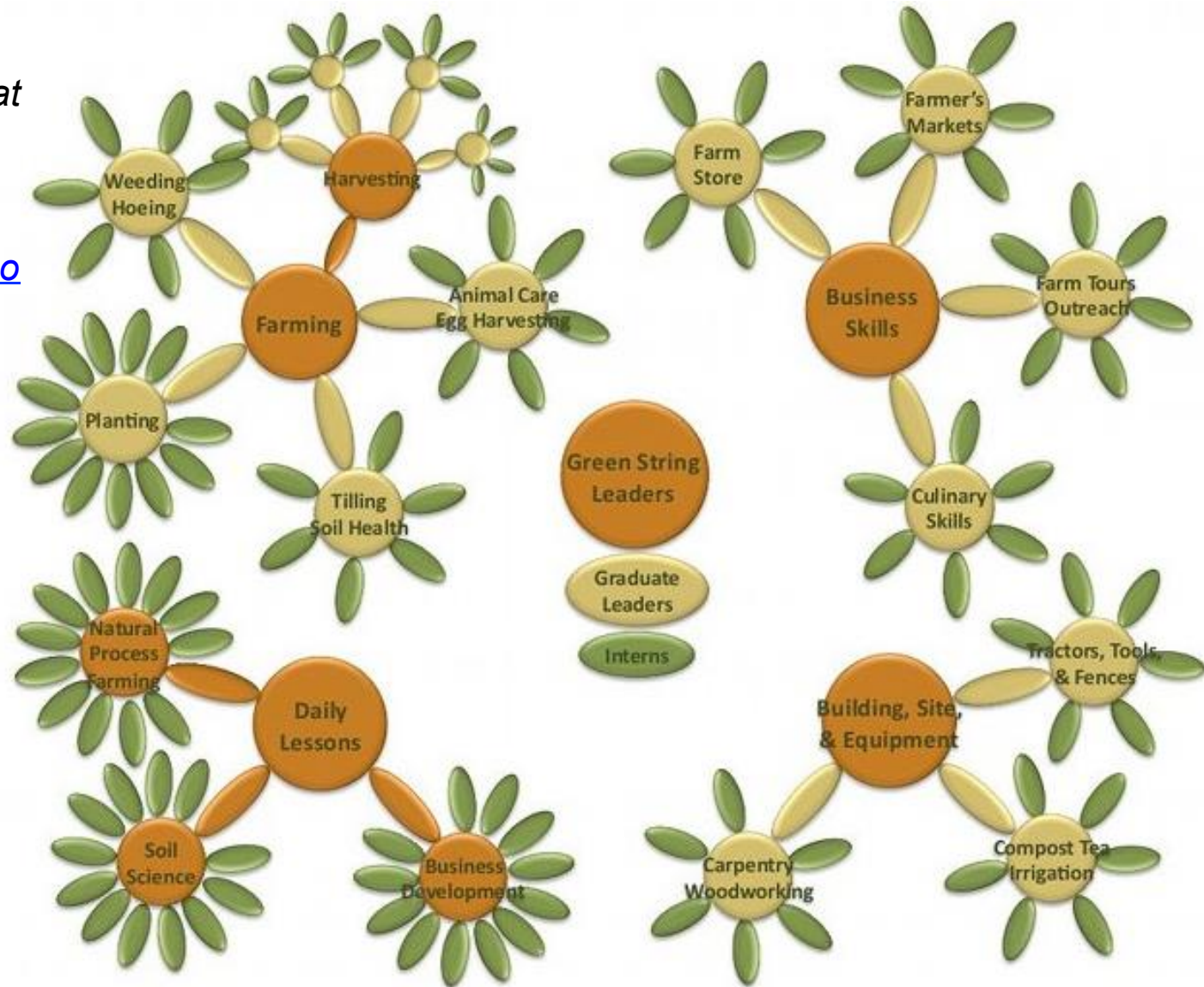
Radically Simplify Your Organization Chart

Credit: www.brandautopsy.com/2011/09/simplify_org_chart.html

Environmental Education Institute

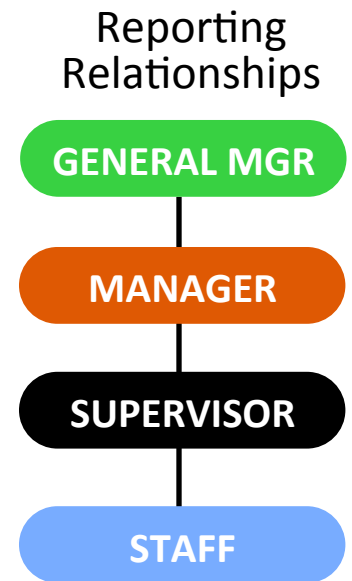
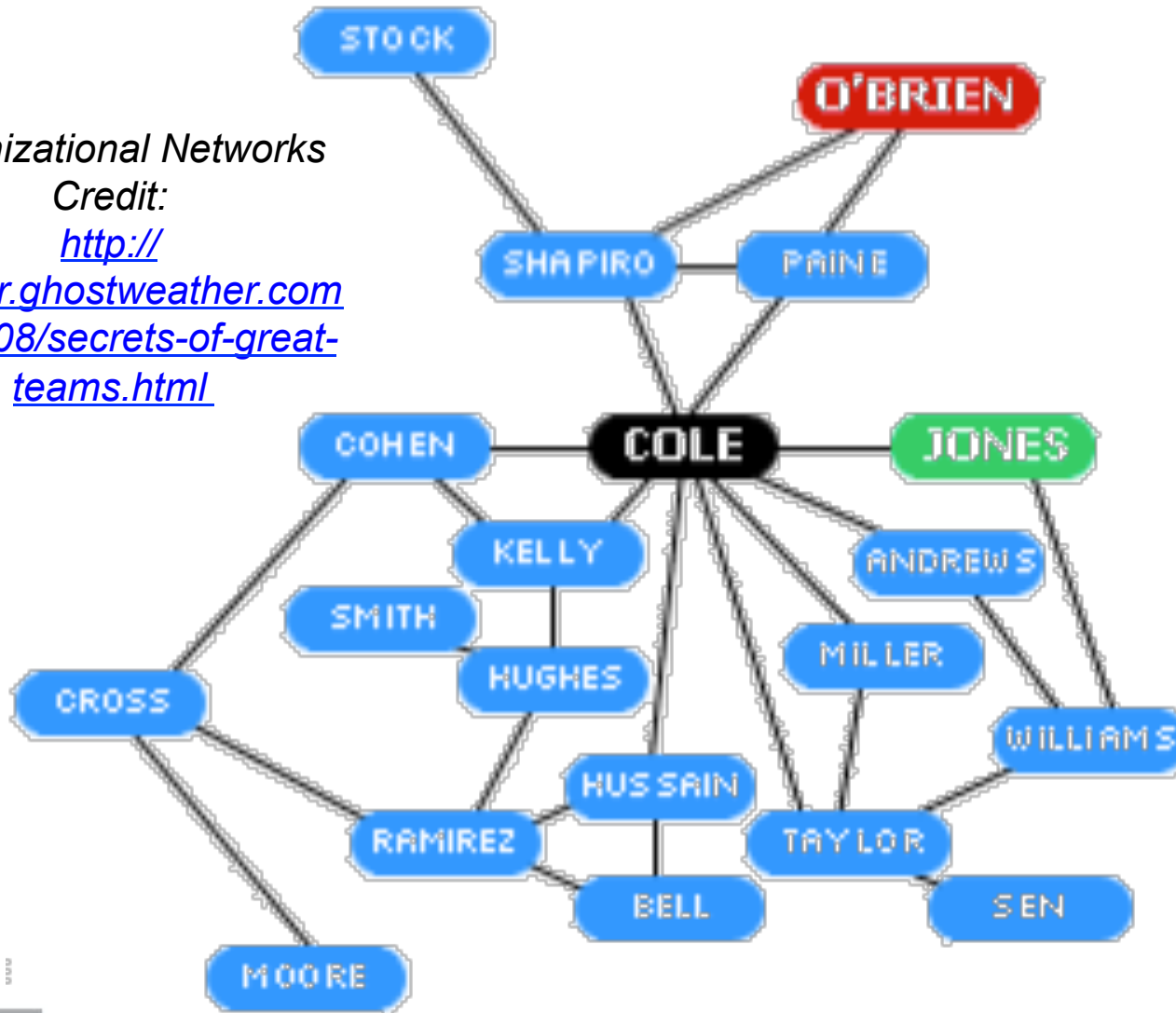
Growing Leaders at
Green
String Institute
Credit:

www.strategems.com/growing.html



Oil Industry Network

Organizational Networks
 Credit:
[http://
 blogger.ghostweather.com
 /2006/08/secrets-of-great-
 teams.html](http://blogger.ghostweather.com/2006/08/secrets-of-great-teams.html)



Youth Ministry Network

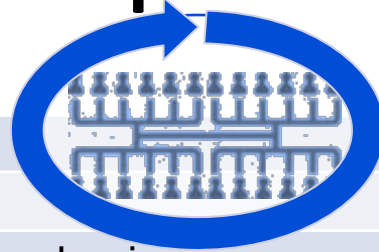


Hillsong Kids
Organization Chart
Credit:

[www.davidwakerley.com/
2011/02/22/org-chart/](http://www.davidwakerley.com/2011/02/22/org-chart/)

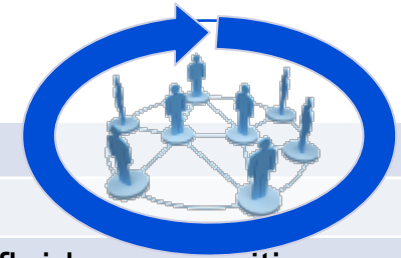
Landscapes and Change

Adaptive



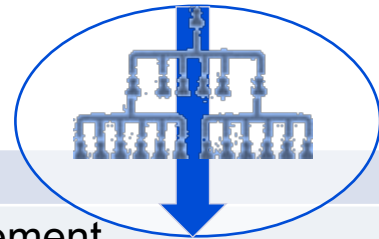
Innovation	Ambidextrous
Design Method	Prototyping
Typical Structure	Matrix; lateral mechanisms
Decision Culture	Dialogue or distributed to right level
Change Culture	Push and pull: proactive, engaged, co-created change
Best "Fit" Change	Collaborative prototyping, adaptive, experimentation

Emergent



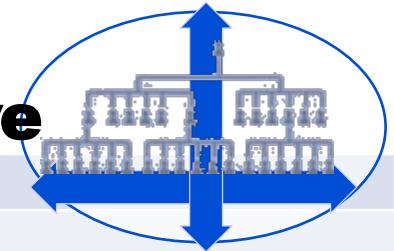
Innovation	Organic
Design Method	Real time
Typical Structure	Network, circles, fluid communities
Decision Culture	Based on roles and accountabilities
Change Culture	Pull: ability to change is built into daily work, self organizing
Best "Fit" Change	Real time mechanisms to address tensions in daily work

Directive



Innovation	Mechanistic
Design Method	Project management
Typical Structure	Vertical hierarchy
Decision Culture	Directed and controlled from top
Change Culture	Push: control, predict, conform to prescribed culture, one-way
Best "Fit" Change	Expert strategic planning; transactional change

Participative



Innovation	Humanistic
Design Method	Project management
Typical Structure	Horizontal cross functional
Decision Culture	Consultative or delegated selectively
Change Culture	Push and pull: participative, feedback influences change
Best "Fit" Change	Engagement events and initiatives; continuous improvement