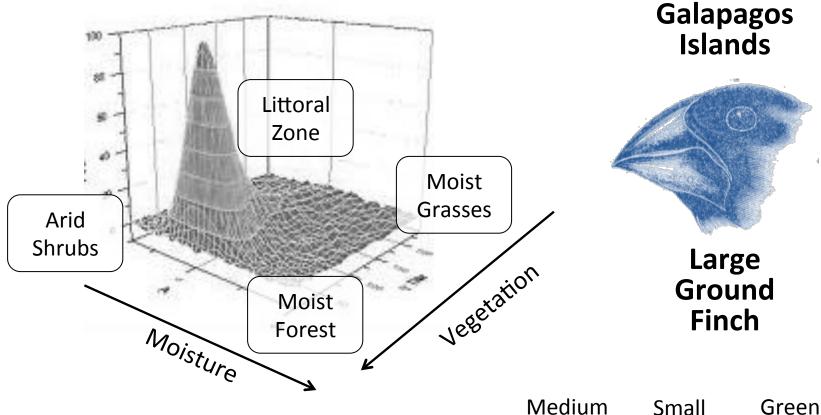
Design Challenge: Reframing Organization Design through the Lens of Four Landscapes of Work





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Fitness Landscapes



Other genotypes have different fitness profiles:





Green Warbler Finch









Environmental Contexts

Unstable

Degree of Stability

SIMPLE + UNSTABLE

- Few external elements
- These are similar
- Change frequently
- Changes are erratic

SIMPLE + STABLE

- •Few external elements
- These are similar

COMPLEX +UNSTABLE

- Many external elements
- These are dissimilar
- Change frequently
- Changes are erratic

COMPLEX + STABLE

- Many external elements
- These are dissimilar
- Stay same or change slowly
 Stay same or change slowly

Stable



Degree of Complexity

IC Consulting

What "Finches"/Organizations Thrive Where?

Unstable Degree of Stability SIMPLE + UNSTABLE •E-commerce, Fashion clothing Music industry Toy manufacturers

SIMPLE + STABLE

- Soft drink bottlers
- Beer distributors
- Container manufacturers

Stable • Food processors

COMPLEX +UNSTABLE

- Computer firms
- Aerospace firms
- Telecommunications
- Airlines

COMPLEX + STABLE

- Universities
- Appliance manufacturers
- Chemical companies
- Insurance companies



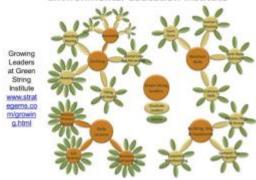
Degree of Complexity

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Virtual Organic Organization Major Market C English Product II Ring of Overlead Functions Virtual Workforce

Organizational Structure for the 21st Century www.westbrookstevens.com/21st_century_org.htm

Environmental Education Institute

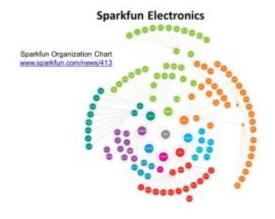


Military Combat Brigade

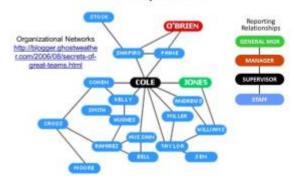


ODF Organization Design Forum

Examples Handouts



Oil Industry Network



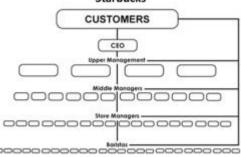
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S



Dakland Museum of Galifornia www.futureofmuseums.blogspotcom658

Starbucks



Radically Simplify Your Organization Chart www.brandautopsy.com/2011/09/simplify_org_chart.html

Youth Ministry Network



Landscape Characteristics

Unstable

SIMPLE + UNSTABLE

Few and similar elements Frequent unpredictable changes

- Entrepreneurial Creativity
- Sensing and Responding
- Adaptive and Flexible
- Decentralized Decisions

SIMPLE + STABLE

Few and similar elements Slow or no changes

- Standard Processes
- Unskilled labor
- Central Control / Decisions

Predictable Supply/Demand

COMPLEX +UNSTABLE

Many dissimilar elements Frequent unpredictable changes

- Principles instead of Standards
- Local Autonomy and Expertise
- Strong Coordination

COMPLEX + STABLE

Many dissimilar elements Slow or no changes

- Standard Processes
- Variance Control
- Expert Thinking
- Broad Input into Decisions

Degree of Complexity

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Organization Design Forum

Degree of Stability

Landscape Labels

Unstable

of Stability Degree

Organization Design Forum

SIMPLE + UNSTABLE

nd similar elements

- Entrepreneurial Creativity
- Sensing and Responding
- Adaptive and Flexible
- Decentralized Decisions

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Many dissimilar elements

- Principles instead of Standards
- Local Autonomy and Expertise
- Strong Coordination

SIMPLE + STABLE

Dewand similar Tement SEC hands

COMPLEX + STABLE

Many dissimilar elements Slow or no changes

- Standard Processes
- Unskilled labor
- Central Control / Decisions

 Predictable Supply/Demand Stable

- ticipative
 - Expert Thinking
 - **Broad Input into Decisions**

Degree of Complexity

TC Consulting

Landscapes and Change

Ada	ptive
A l . ! . l	

Innovation	Ambidextrous	
Design Method	Prototyping	dimmin
Typical Structure	Matrix; lateral me	echanisms
Decision Culture	Dialogue or distr	ibuted to right leve
Change Culture	Push and pull: puengaged, co-cre	
Best "Fit" Change	Collaborative pro adaptive, experir	ototyping, mentation

Emergent

Organic Real time

Network, circles, fluid communities
Based on roles and accountabilities

Pull: ability to change is built Into daily work, self organizing

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

Organization Design Forum

Participative

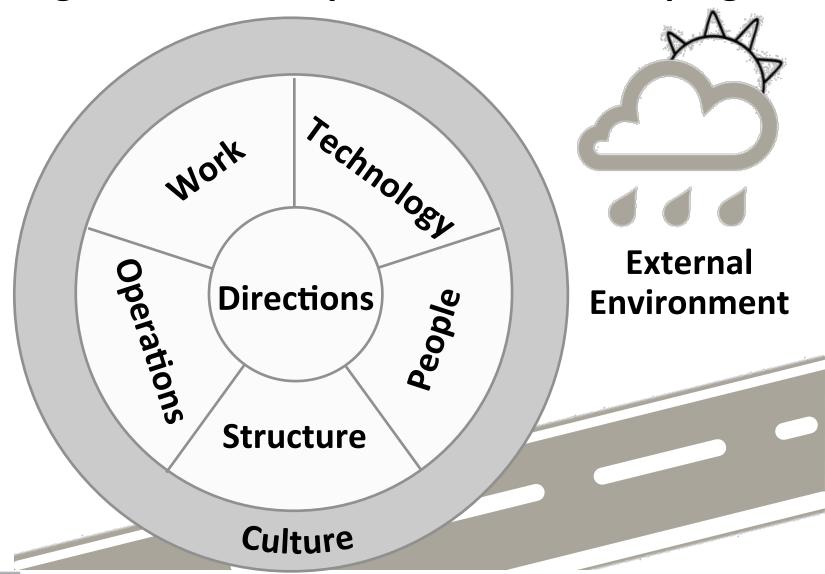
Humanistic
Project management
Horizontal cross functional

Consultative or delegated selectively

Push and pull: participative, feedback influences change

Engagement events and initiatives; continuous improvement

Organization Components: One Grouping





Organization Alignment: One Approach

Phases 1. Mobilize 2. Evaluate 4. Design 5. Implement 3. Select 2A. Validated 4A. Designed 1A: Project 3A. Core Work 5A. Plan for Components Charter Implementation_ **Directions** Description 2B. Current 1B: Desired 3B. Structure 4B. Aligned 5B. Phase 5 **Deliverables** State Diagnosis **Future Option** Components Engagement 4C. Changes 1C. Project 2C. Alignment 3C. Improvement 5C. Implemented Plan Criteria **Priorities** Recommended Changes 1D. Phase 1 2D. Phase 2 3D. Phase 3 4D. Phase 4 5D. Sustainable **Engagement Engagement Engagement** Improvement Engagement Begin Phase 2? Begin Phase 3? Begin Phase 4? Begin Phase 5? Design the Organization Engage the Align with 🧥 🦜 Manage Types of Activity: Stakeholders **Sponsors** 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

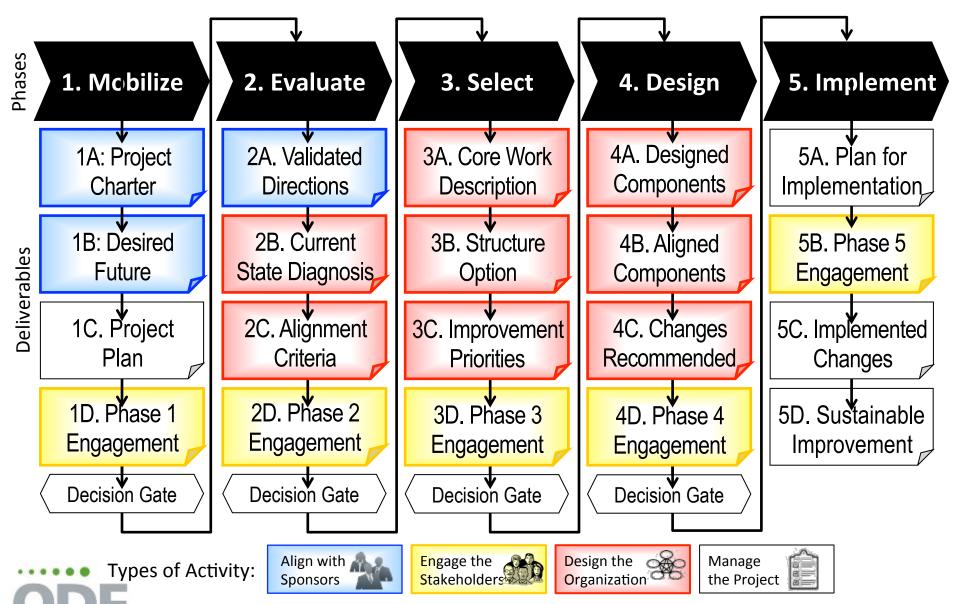
Presentation to client

- 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

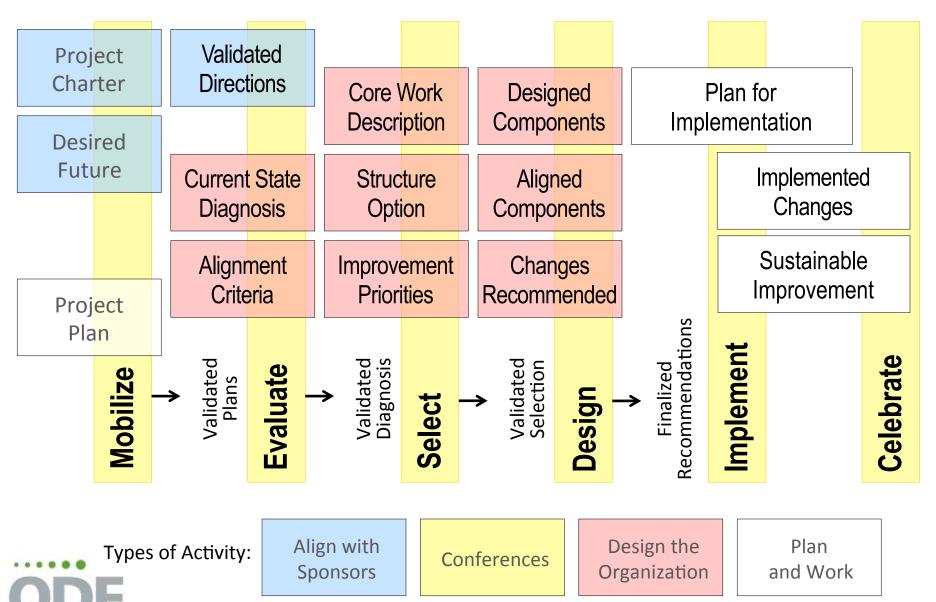




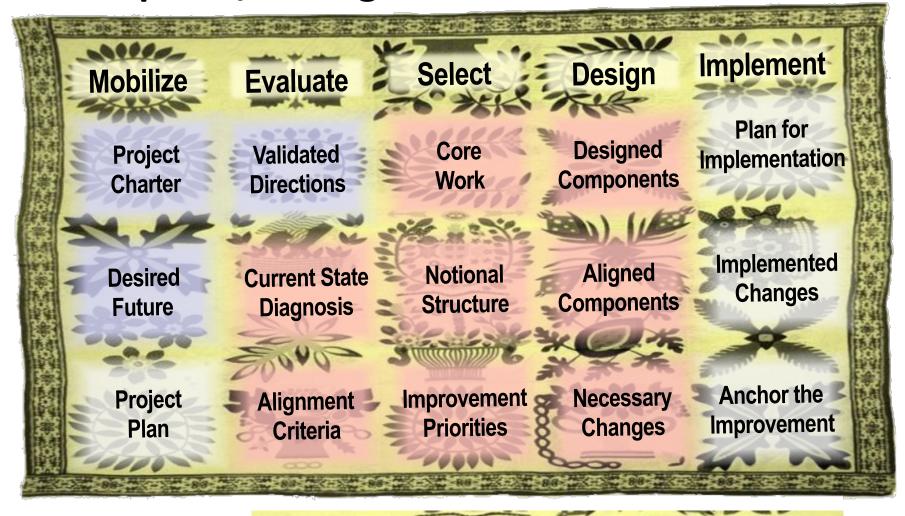
Directive ... Focus on Activities



Participative ... Focus on Co-Creation



Adaptive / Emergent ... Mosaic of Outcomes



Types of Activity:



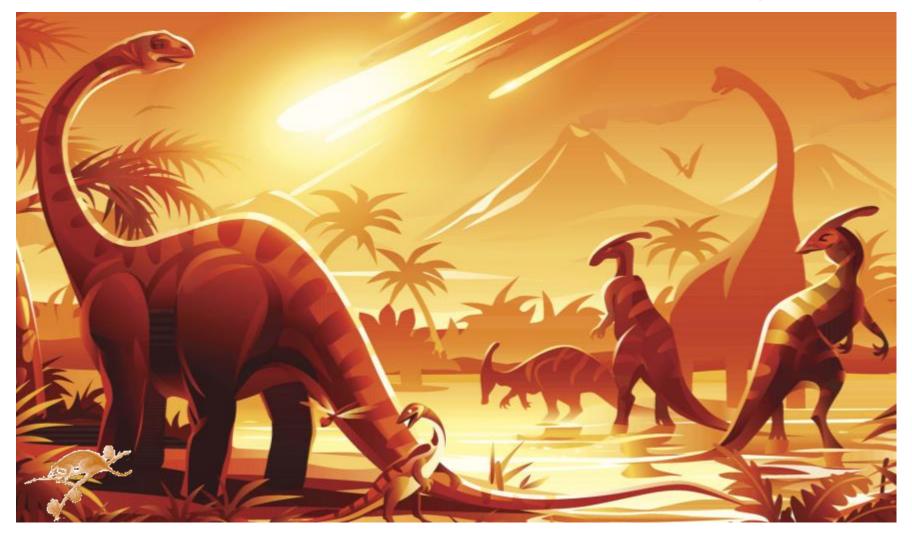
Engage the Stakeholders

Design the Organization

Plan and Work



Landscapes Matter ... and Can Change





Did a Dark Matter Disk Kill the Dinosaurs? Credit: kbeis via Getty Images www.huffingtonpost.com/2014/03/09/dark-matter-dinosaurs_n_4929975.html?
utm_hp_ref=biology
www.huffingtonpost.com/2014/03/09/dark-matter-dinosaurs_n_4929975.html?

OTHER MATERIALS



Facilitator's Agenda

Mins	Tota I	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	 Develop the Landscapes Examples exercise Attributes exercise Debrief 	Bill	Slide 4 and Handout 2: Framework Handouts 2 - 9: Examples Slide 5: Thumbnails of examples Flipcharts
10	40	Characterize the Landscapes: Characteristics, labels, and change across the landscapes	Rich	Slide 6: Landscape characteristics Slide 7: Landscape labels Slide 8: Landscapes and change
20	60	 Designer's Challenge Exercise Systems approaches Exercise instructions Exercise 	Bill	Slides 9: Component wheel Slide 10: Alignment method Slide 11: Design challenge exercise Flipcharts
25	85	Reports: Presentations, debrief, and lessons learned	Rich	Slides 12 – 14: Lessons for working in each landscape
• •5•	90	Conclusion	Bill	Slide 15: Landscapes matter/change

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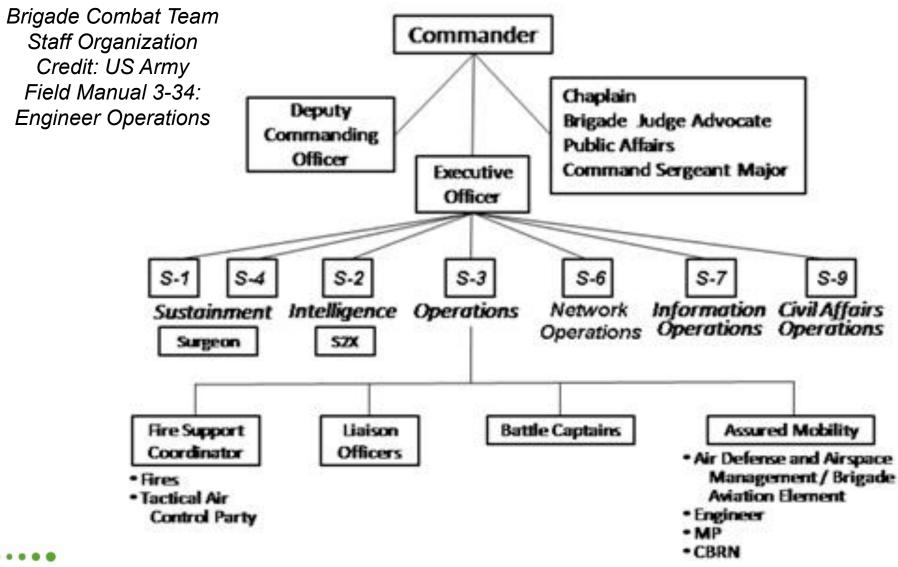
Organization Design Forum



Degree of Complexity

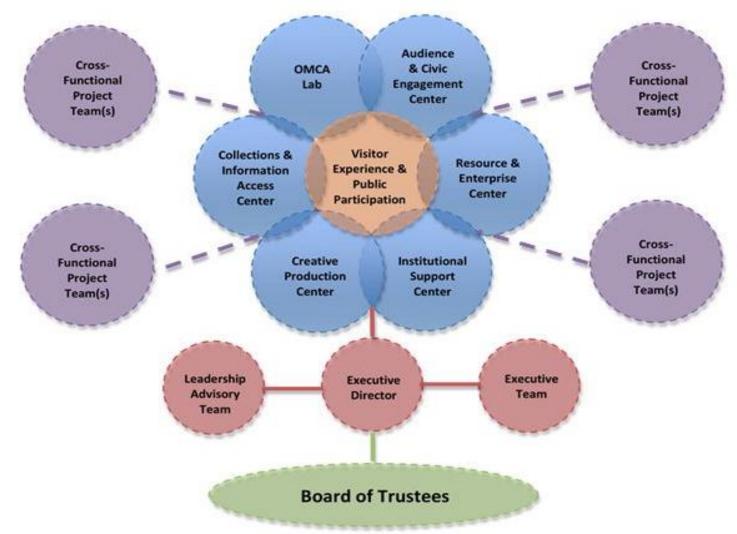
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Military Combat Brigade





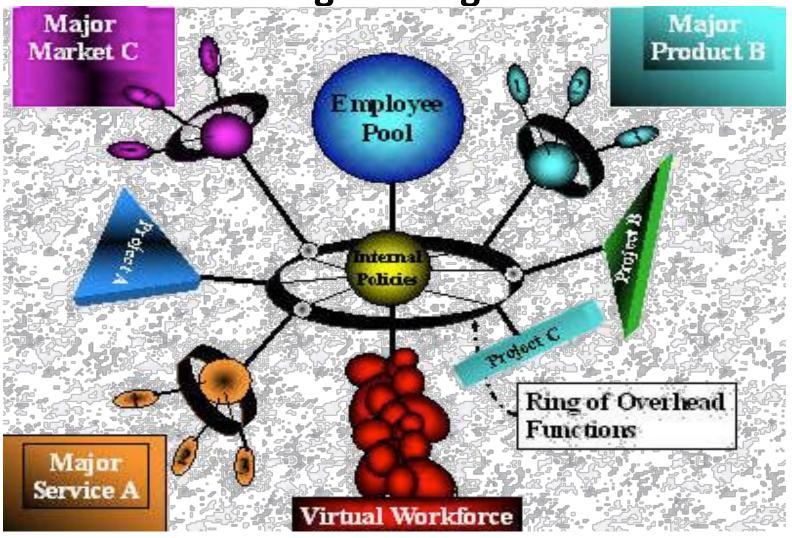
Audience-Focused Museum



Oakland Museum of California
Credit: www.futureofmuseums.blogspot.com658



Virtual Organic Organization

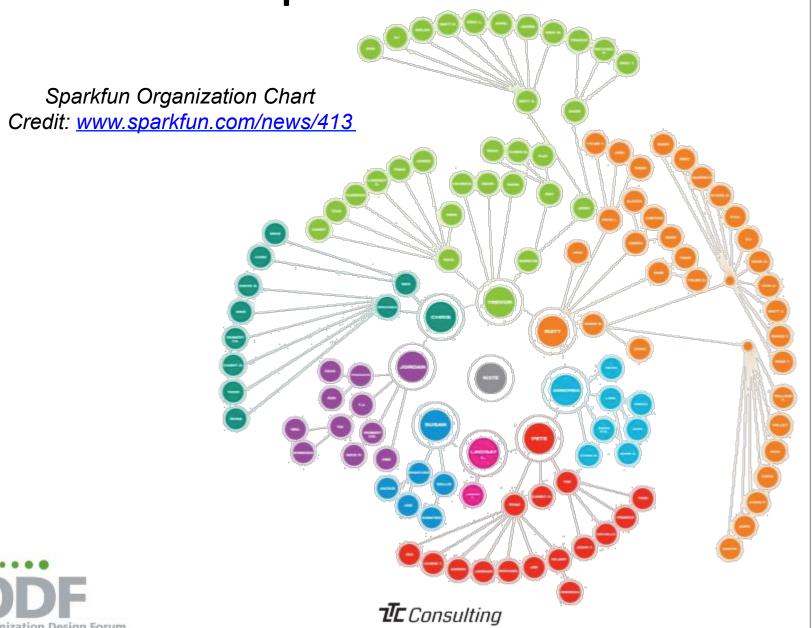




Credit: www.westbrookstevens.com/21st_century_org.htm

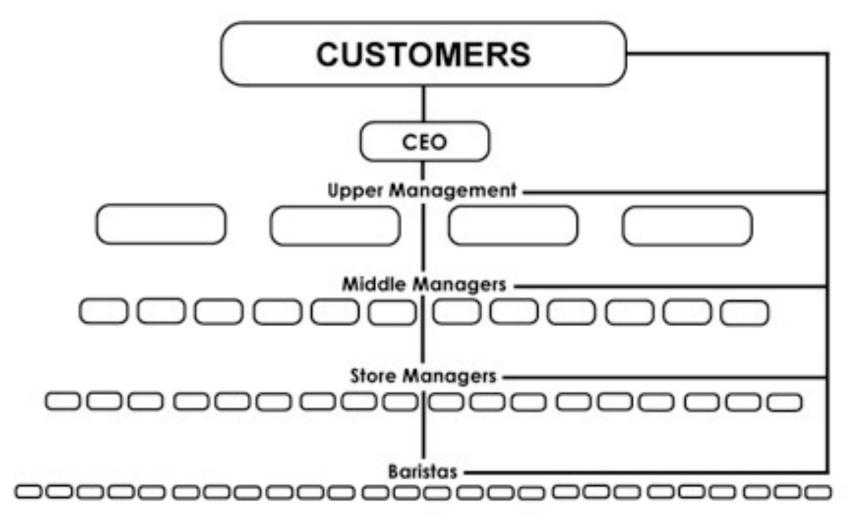


Sparkfun Electronics





Starbucks



Radically Simplify Your Organization Chart

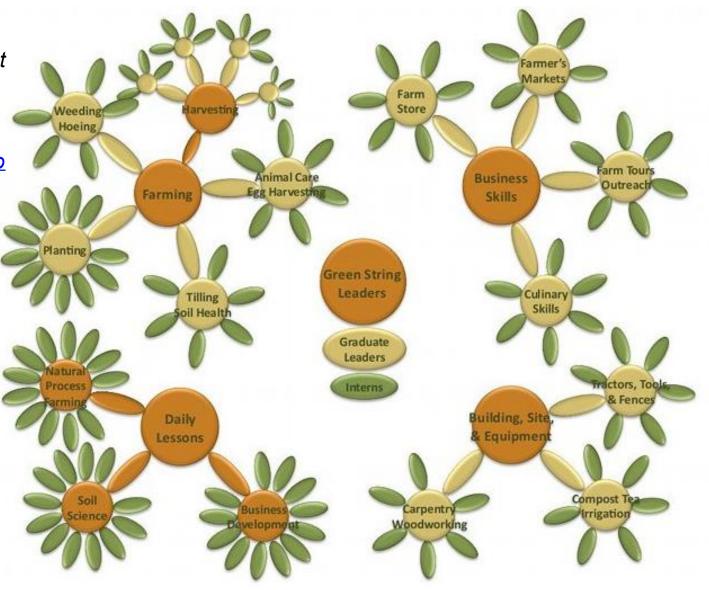
Credit: www.brandautopsy.com/2011/09/simplify_org_chart.html



Environmental Education Institute

Growing Leaders at Green String Institute Credit:

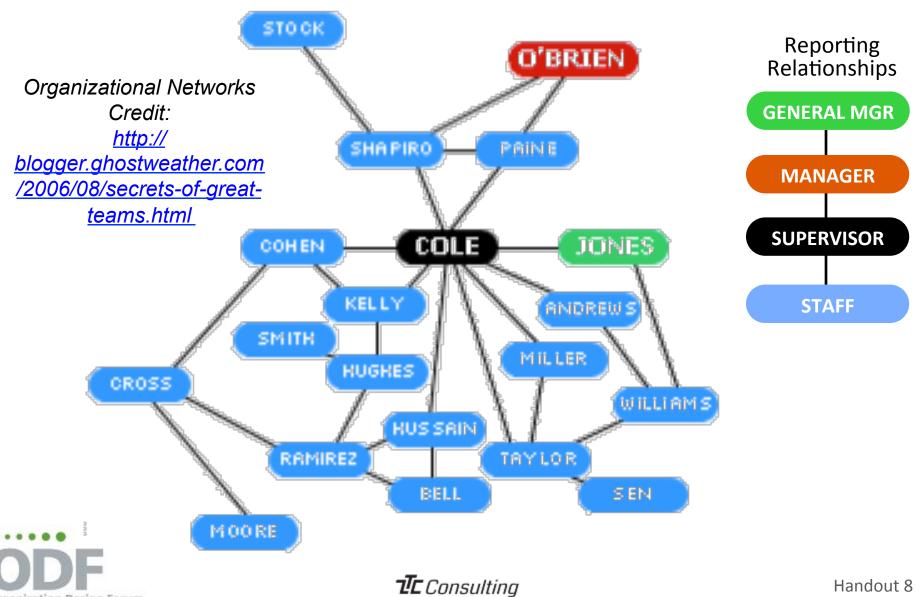
<u>www.strategems.co</u> <u>m/growing.html</u>





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Oil Industry Network



Youth Ministry Network



Hillsong Kids Organization Chart Credit:

www.davidwakerley.com/ 2011/02/22/org-chart/



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Organization Design Forum

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Consultative or delegated selectively
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Engagement events and initiatives;
continuous improvement