



ALIGNING STRUCTURE TO DELIVER THE CAPABILITIES REQUIRED TO DRIVE STRATEGY

LeaderShift Insights® was formed to reduce the pain of disruptive, costly and unsustainable organization restructuring. The RapidOD approach leverages best practices in collaborative design from multiple disciplines and industries and applies organization design science to it. This inclusive and collaborative process takes a few days, not weeks 'get structure right the first time' and minimizes time lost in creating alignment and buy-in across the organization.

RapidOD takes everything you know about organization restructuring and turns it upside down. And it works.

The RapidOD Process

RapidOD is a workshop-based approach to organizational (org.) design with participation from key leaders in the business or function being redesigned. Powerful results occur when the right people come together to think and work through an org. design in a business focused, structured and disciplined (yet painless) way. This approach works because it starts with the customer, capabilities required to drive strategy and the goals rather than boxes on a page. It is conversational and in our experience, the dialogue alone is both energizing and builds alignment across for the team.

A RapidOD session is most effective when a leadership team is aligned around the desired future state (including customer experience) and the capabilities the organization must deliver to execute its strategy. The steps in the LeaderShift Alignment System that can be done in preparation



The above reflects the RapidOD approach. It is unique in that it is:

Collaborative

This inclusive approach involves key people in the impacted organization in a facilitated working session that drives alignment around guiding principles and shared end goals while minimizing hidden/personal agendas, leveraging everyone's best thinking and eliminates the need to get 'buy-in' after the fact.

Fast

With this approach, it is realistic to expect an outcome of one or two potential effective new org structures that participants can align around, relevant trade-offs, critical success factors and some next steps identified in a 1-2 day session. This minimizes disruption so you can accelerate change.

Expected Outcomes

For The Business:

- Strategic, Customer focused approach
- Leaders aligned to future state which minimizes individual agendas and internal competition
- Assessment of the current structure
- Clear criteria for effectiveness and scalability
- A proposed org. design model that everyone aligns to, that will meet the needs of customers and deliver the business strategy
- A structure that drives the capabilities the organization needs to deliver to execute the strategy
- Risks and success factors clearly defined
- Clear action items and next steps
- Reduced risk of work not being accounted for in the new structure

For The Human Resource Function:

- A strategic dialog that aligns leaders and the business to drive strategy
- Elimination of personal agendas
- Ability to be a participant with a point of view rather than a facilitator
- Increased credibility and learning
- A framework, process and approach based on org. design science that does not require a scientist to execute
- Effective structures driven by the customer and the work
- A scalable approach proven effective in designing large and small organizations
- Clear next steps identified
- Minimal work 'creating buy-in' to a proposed structure that people don't understand



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A RapidOD session begins with the customer because ultimately, organization structure has a significant impact on how an organization interfaces with its customers. This ensures that new structures supports the most effective differentiated customer interaction. The focus then shifts to the business strategy required to deliver that customer experience and things (business capabilities) the organization must be able to deliver to execute the strategy. A RapidOD session provides interactive exercises that create alignment around a shared agenda while assessing the current state and identifying criteria and goals for the new structure. The session provides a basic overview of organization design concepts to get participants on the same page, and then finally moves into the design phase. The result is one or two potential new structures that align with the business strategy, usually in less than a day and a half. Clients tell us that additional benefits include relationship building and the shared understanding's created through intense and timeboxed conversations.

A capability based organization structure provides the missing link between structure and strategy by ensuring that your organization is structured to deliver the organizational capabilities required to drive the strategy as efficiently as possible.



RapidOD			Additional Tools Available	
Session 1	Session 2	Session 2	Implementation & Execution (TBD)	
<ul style="list-style-type: none"> Leadership alignment Future state operating model <ul style="list-style-type: none"> Strategic Purpose Milestones Customer experience High level capability model Guiding principles 	<ul style="list-style-type: none"> Understanding & alignment around: <ul style="list-style-type: none"> Current state Lessons learned Constituent Interfaces Design principles/success measures <ul style="list-style-type: none"> Input from current state Input from Senior Leadership Constraints Structure options <ul style="list-style-type: none"> High level accountabilities 2-deep structure High level roles 	<ul style="list-style-type: none"> Detailed structure <ul style="list-style-type: none"> Structure below level 2 Strategic purpose of each work group Accountabilities for each work group Org charts Role definition Goals & KPIs Shifts required Risks & mitigation strategies Wiring issues 	<ul style="list-style-type: none"> Identify additional issues and plans to mitigate risk RACI Processes Resource leveling People transition plan <ul style="list-style-type: none"> Selection On-boarding Assessment & slates Associate impact Legal review Communications Job descriptions Transition plan <ul style="list-style-type: none"> Build stakeholder transition plan Build communication plan 	<ul style="list-style-type: none"> Org stand-up & team assimilation <ul style="list-style-type: none"> Key messages New operating model Key accountabilities (RACI) X-Day plan Team effectiveness Knowledge transfer Performance goals & objectives Individual performance & development planning Strategy

LeaderShift Insights®, Inc. is a consulting firm with extensive experience aligning people and organizations to thrive in the face of change. We have worked with some of the most successful and recognized brands in the world. Our expertise is in aligning and developing organizations and leaders at all levels, identifying and driving the capabilities needed to drive strategy, enabling sustainable change, and developing talent to help you drive breakthrough results. With a relevant, customized approach, and alliances established with several premier specialized partners, our firm is well equipped to serve senior leadership teams of mid to large sized corporations and nimble enough to respond to smaller growth organizations.

