



Organizational Design & Alignment

The Issue

As an executive in a mature company, you probably need to respond to new competitors, consolidations, mergers and acquisitions, global expansion, and e-commerce. If you are leading a start-up, you may be struggling with building an infrastructure that will support rapid growth while trying to avoid unnecessary bureaucracy. On top of this, you may also be faced with higher than desired turnover and a shortage of talent to draw upon in the employment marketplace.

As a leader, you have very few levers of change in your organization. Three key levers are;

- Setting the business strategy and vision
- Choosing the players on the management team
- Designing the organization

Your strategy provides the organization with the direction and purpose. The quality of your executive team ensures leadership is evenly distributed and determines how well you sleep at night.

The organizational design defines the structure, processes, metrics, rewards systems and people practices that will ensure that individual and organizational energy is focused on those activities that support the achievement of strategy.

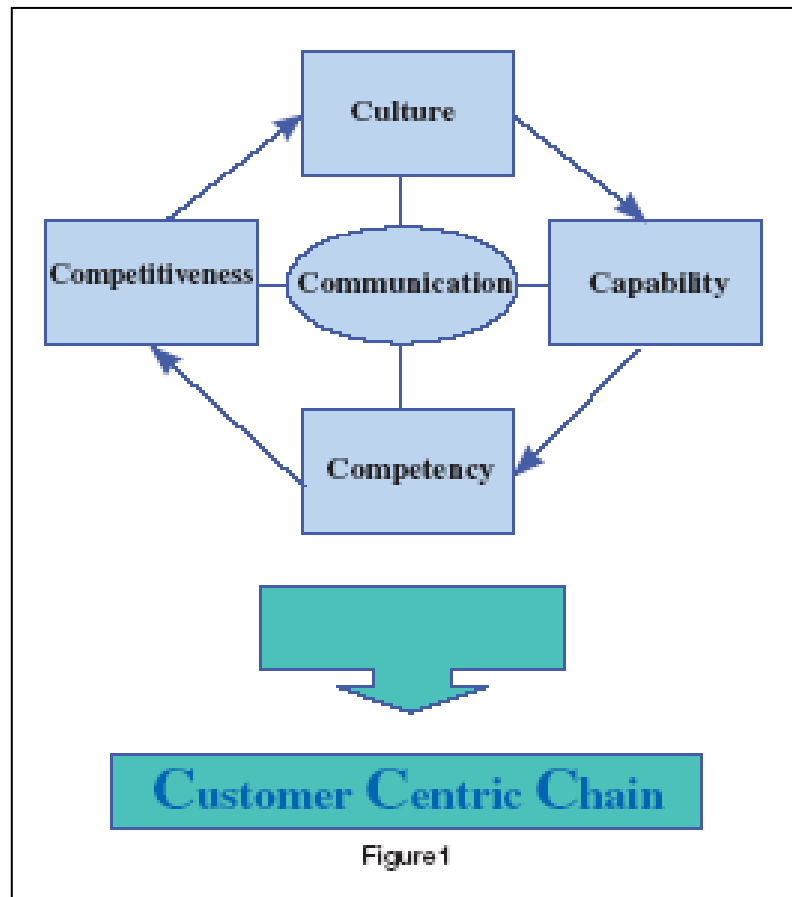
In a rapidly changing environment, the need to self-organize, self-renew, adapt and create an organization that is responsive to ever increasing performance demands is no longer a delighter but a must be.

The Solution

Organizational design and alignment with the company's strategic goals and objectives is the key to maintaining that competitive edge. It is important to realize that organizational alignment is one of the changes that place the highest level of stress on the employees because it has such a personal impact upon them. These stresses can often lead to dysfunctional behavior if adequate provision is not taken prior to the implementation. It is very important that the organization change management process that accompanies a major organizational design change is very comprehensive, as this change impacts the most valuable asset that the company has: its employees.

Organizational Change Technology Approach

Our internationally acclaimed Customer Centric Chain methodology consists of five distinct stages which are interdependent (see Figure 1):



The first stage looks at cultural aspects of the organization. In this stage, we will assess the level of readiness for the change program (Culture assessment). The second stage (Capability Assessment) is the most comprehensive. Other stages include Competency Assessment (human resources issues), Competitiveness Assessment (looking at deliverables in terms of expected benefits and approaches for deploying the strategic goals and monitoring the performance of the newly designed structure and work systems associated with it). The last stage is one which deals with project management, communication and reporting aspects.

- **Culture Assessment**
Mission: To gauge the level of readiness for the change program and to ensure that values are calculated in the right way and the work climate is supportive of the restructuring initiative.

- **Capability Assessment**
Mission: To analyze the status quo in terms of work organizational design and delivery. A comprehensive evaluation (gap analysis) will be conducted. We will work on redesign options that are compatible with the vision and strategy and which are viable in terms of helping deliver the sought after goals.

- **Competency Assessment**
Mission To evaluate current HR skills mix and expertise level and to determine competency gaps that are critical for the implementation of the new work systems.

- **Competitiveness Assessment**

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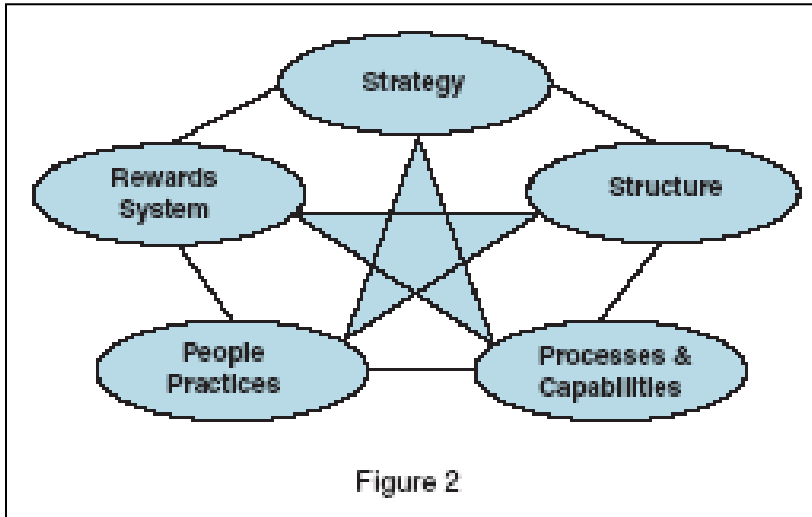
Mission: To ensure that the process by which the new structure is effected is in harmony with a systematic methodology for goal development and deployment. To further ensure that performance evaluation and reporting can enable optimization of processes and results.

- Communication

Mission: To ensure that project planning, execution and reporting are effective and to keep the right communication strategy at all levels.

Organizational Alignment Technology Approach

Our internationally acclaimed Five Point Star methodology consists of five distinct stages which are inter-dependent (see Figure 2):



Strategy

The strategy sets the direction and guidance for the organization. It must be pro-active for the company to reach its vision "to become the most operationally effective company possible".

Structure

The organization structure provides the means to implement the strategy as it defines the power and authorities within the organization. It also defines the reporting relationships and organizational roles.

Processes & Capabilities

Once the organizational structure is defined, the processes that run the organization can be refined or redesigned to make them efficient at implementing the organization strategy. This includes establishing the required networks to operate the processes.

People Practices

In parallel with these activities, the organization needs to focus on the people side of the operations to be sure that this valuable asset is developing properly. Your people are not a cost; they are an investment for your future growth. Key activities like career planning, succession planning, competency analysis, employee surveys, dual ladders, education and training need to be reviewed to ensure they are aligned with the new requirements defined in the strategy.

Rewards & Recognition

Last but not the least is the Rewards and Recognition Systems that need to be reviewed to ensure that they enforce the desired behavioral changes that is required to excel in today's challenging environment. Management training on how to use the rewards and recognition system is a must.