

**ACT ON
WHAT
MATTERS.**

TODAY'S WEBINAR WILL START MOMENTARILY

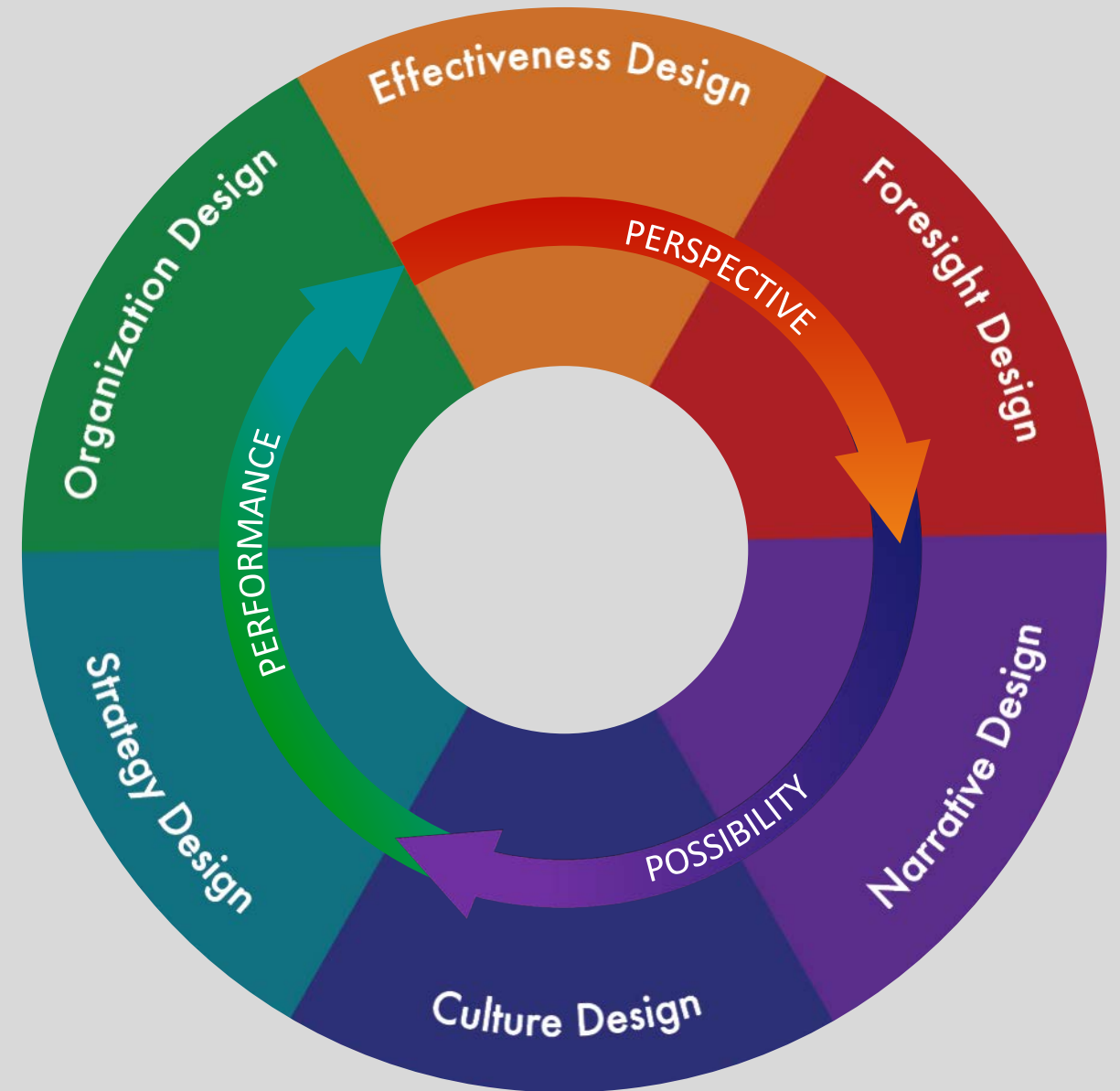
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DESIGN YOUR FUTURE

Session 6 — 23 June 2020 — 1:00 ET

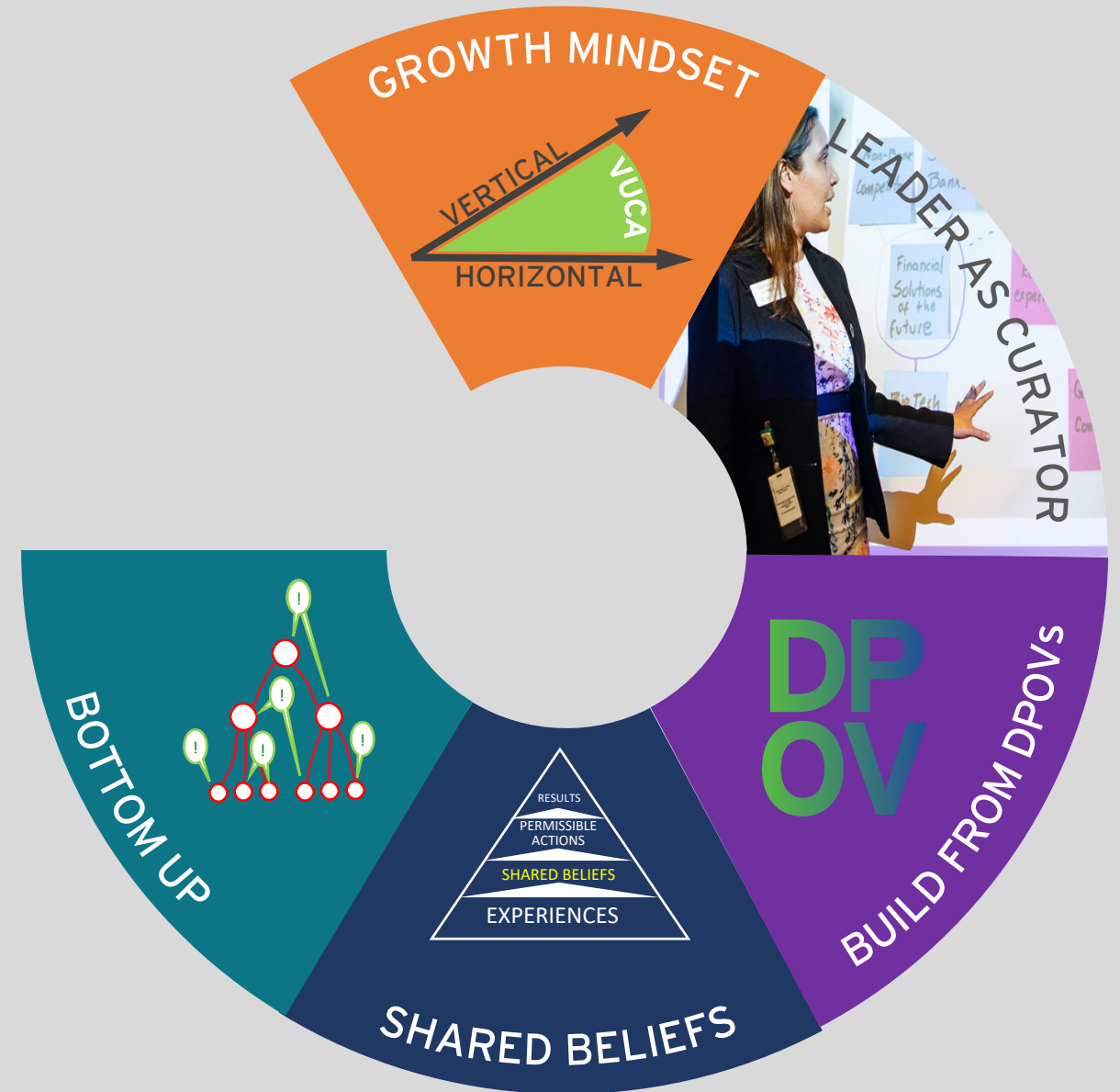
TRANSFORMATION
is a design challenge.



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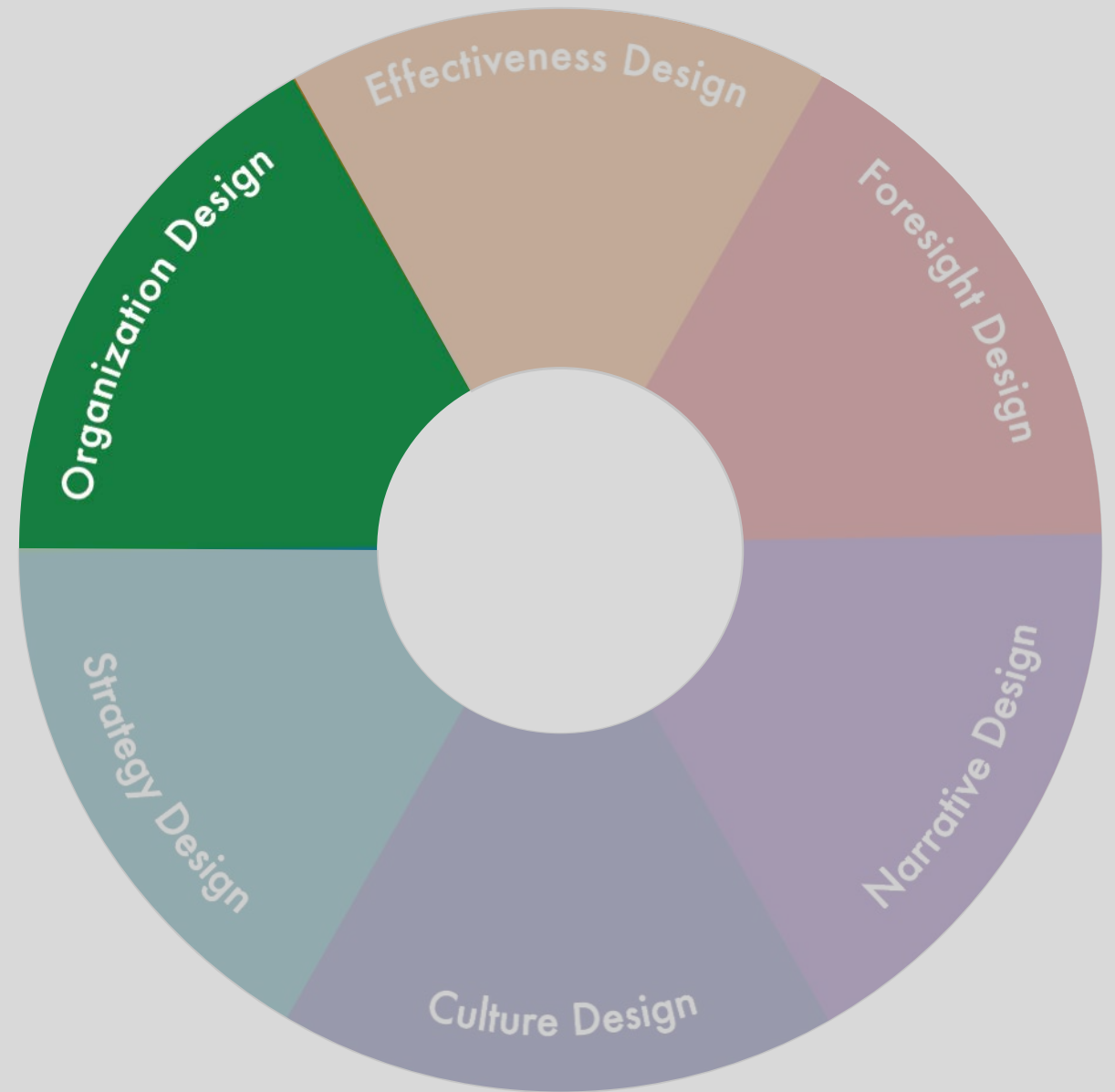
DESIGN YOUR FUTURE

Review of first five sessions.



ORGANIZATION DESIGN

Ensuring collective action is
productive and meaningful.



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Organization Design

TRUST

CONFLICT

**CONTINUOUS
TRANSFORMATION**

**REARRANGING
DECK CHAIRS**

**Most efforts at organization design
produce little or no improvement
and some actually do damage.**

**DECISION RIGHTS
SILOS
TYRANNY OF BAU**

DECISION RIGHTS



DECISION RIGHTS

DESIGN FOR TRUST

STRONGER COMMONS
MORE FEARLESSNESS
SENSE OF AUTONOMY

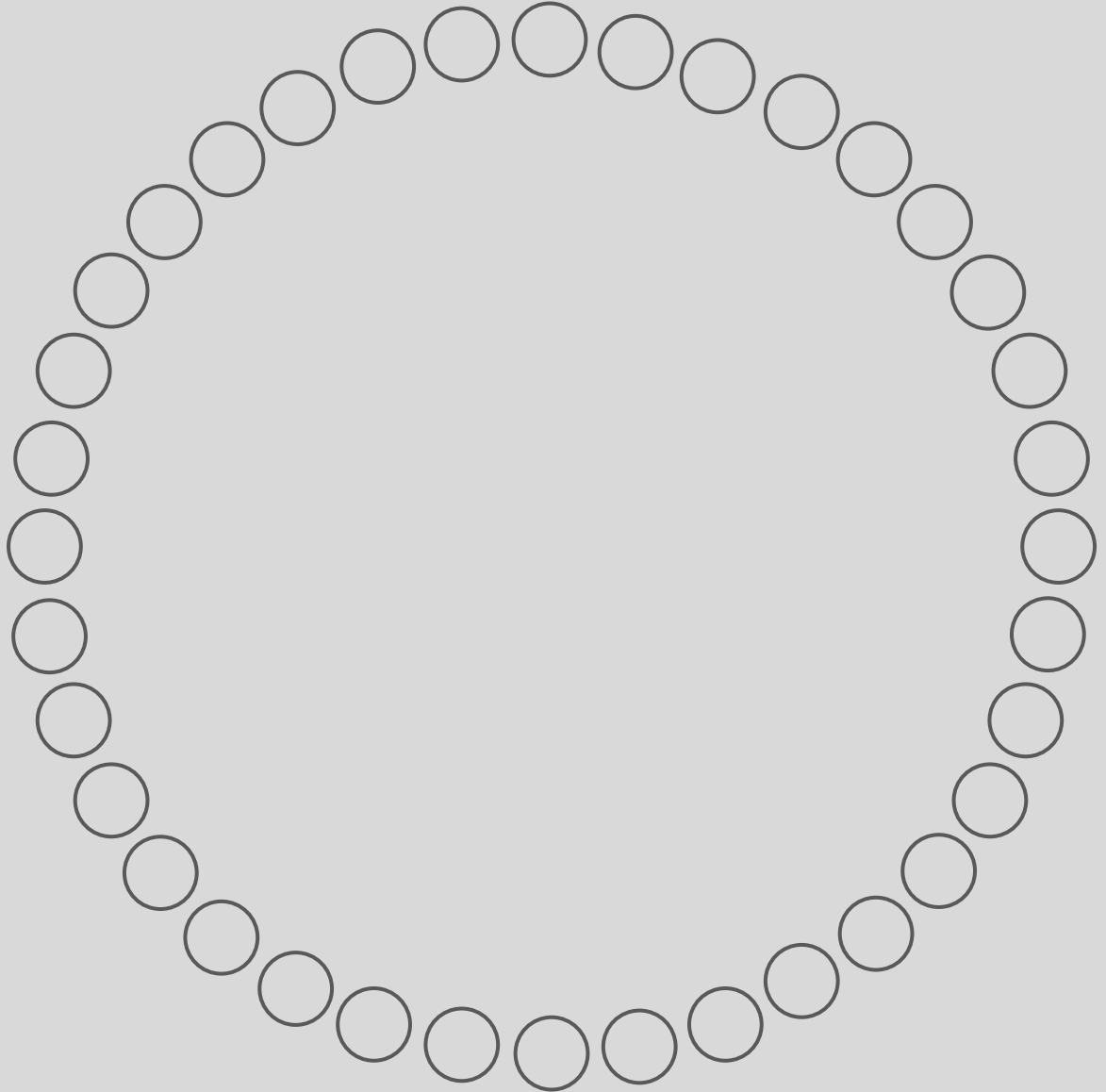
**DECISIONS MADE
LOWER + FASTER**

SILOS



SILOS

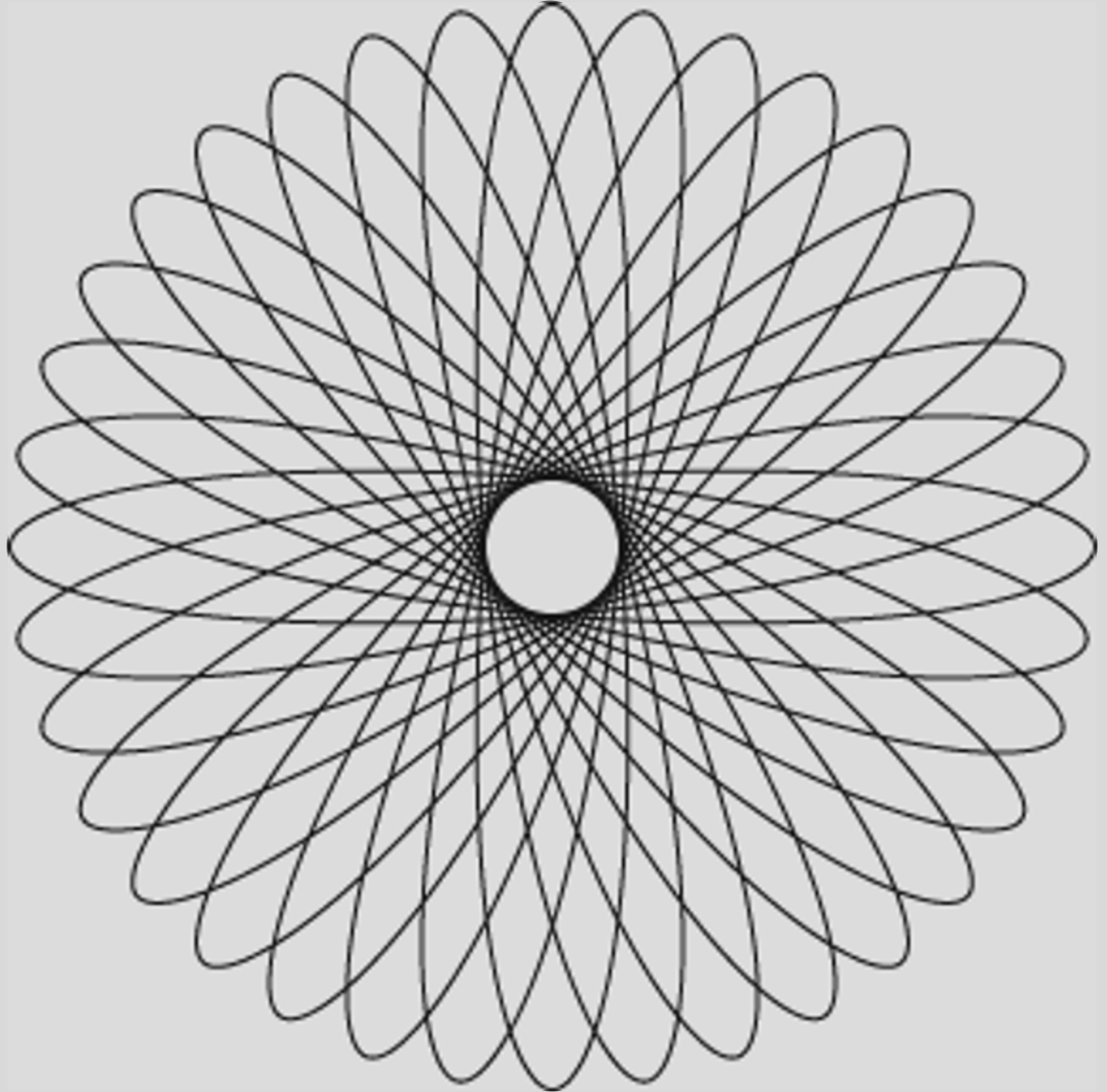
TEAM OF ALL-STARS



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SILOS

ALL-STAR TEAM



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DESIGN FOR CONFLICT

RECOGNIZE TENSION AS A GRACE
ENCOURAGE DIFFICULT CONVERSATIONS
GET PEOPLE SPEAKING UP

SILOS



“The most dangerous phrase in our language is, ‘We’ve always done it this way.’”

– Rear Admiral Grace Hopper



TYRANNY OF BAU



Henry Ford

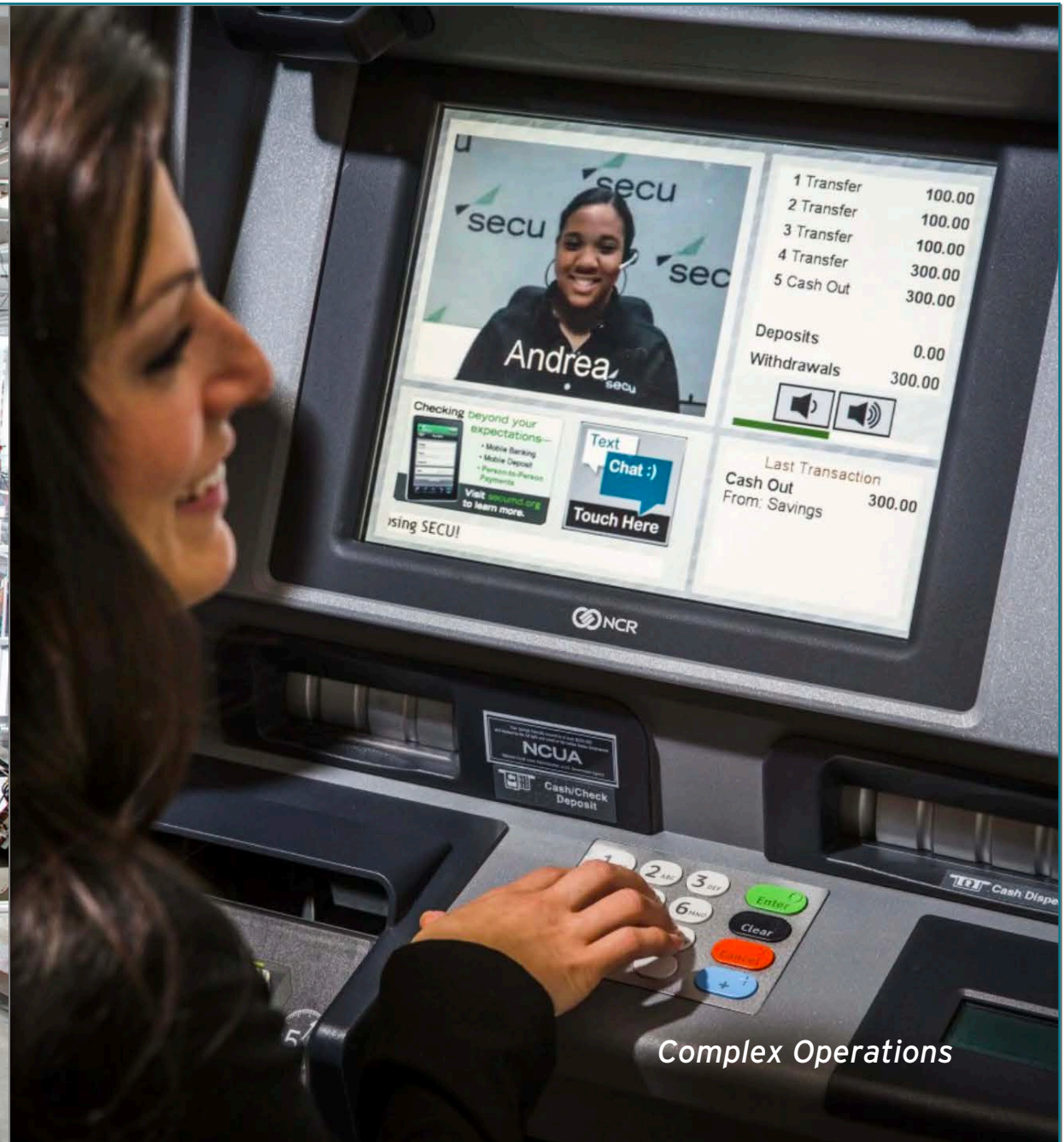


Frederick Taylor

TYRANNY OF BAU



Routine Operations



Complex Operations

TYRANNY OF BAU

[Start Here]

Innovation Operations

DESIGN FOR LEARNING

“In times of profound change, learners inherit the earth,
while the learned find themselves beautifully equipped
to deal with a world that no longer exists.” – Eric Hoffer

**"From a know-it-all culture
to a learn-it-all culture."**

Satya Nadella
CEO, Microsoft



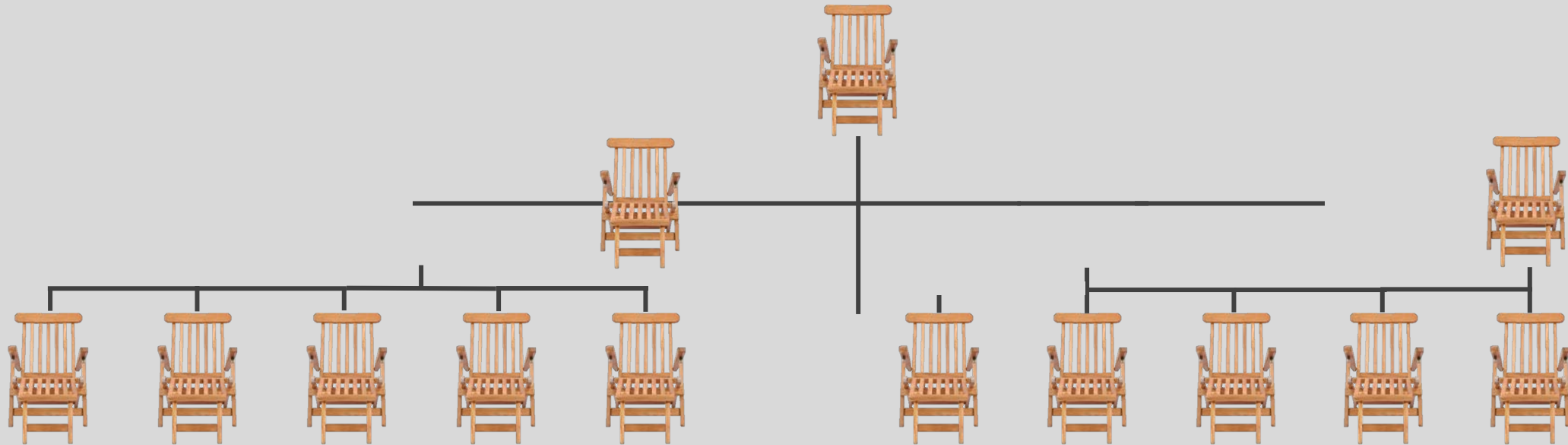
DESIGN FOR CONTINUOUS TRANSFORMATION

Reconsider Strategy + Change Management +
Learning & Development + Communications

Roll up in a Transformation function

CTO becomes a persistent rather than
project-oriented role

REARRANGING DECK CHAIRS



- PROMOTE AUTHORITY RATHER THAN TRUST
- PUT BEST PRACTICES OVER LEARNING
- CAN RUN A "WE'RE GOOD" DEPARTMENT

- BEST PATH TO GETTING UNSTUCK
- USED TO REIMAGINE ROLES
- INCREASES DIVERSITY OF THINKING

SUMMARY



Q&A

**ACT ON
WHAT
MATTERS.**