Helping you develop the organization of your dreams.

Attract great talent: Organizational Design

Developing your organization as a whole-system - an Archetype Learning Solutions proprietary tool

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INTRODUCTION

We've all heard the phrase, "the left-hand doesn't know what the right-hand is doing." If this is a commonly muttered phrase within your organization, consider whole-system organizational design.

We provide a holistic look and solution for your business. Looking at all of the functional/operational areas to identify:

- Overlooked operational inter-dependencies
- Connection points, commonality, internal and external hand-offs, as well as creating and sustaining great employee and customer experiences. Establishing consistency within your organization is highly important for both employees and customers.
- Important functional areas that require tighter processes vs. those areas where looser, employee driven processes are OK.

Whether your organization is in a start-up phase, in expansion, in the throws of a large change, or even a community-based group organizational design is the way to set up your business for success.

Surprisingly, a lack of good, structured, documented processes is a significant source of organizational conflict. Use organizational design to document your processes and reduce unhealthy conflict.

PRODUCT/SERVICE/METHODOLOGY

We carefully and methodically document each process within your organization to find connection points. Documentation can include swim lanes, written procedures with rationale, and policies. In high-quality areas, this can also include document control to ensure that changes are made only with full knowledge and consent of the organization.

Next steps include carefully creating matrices that detail who needs to what learning and using the appropriate learning modalities to educate the right people with the right information. RACI matrices are also helpful in ensuring that communication remains consistent. This is very valuable for new team members as well!

With these important documents developed, the team will then begin to evaluate the degree of learning materials that are necessary for success. This might include learning for existing or new team members. Job-aids, computer screen shots, documents, photos, among many other items are important parts of this material as well. Typically, team members or operational areas will receive complete binders of material to ensure just-in-time learning for those processes that are not commonly used.

Finally, preparing a full-suite of materials for new team members and contractors is a great part of your organizational socialization practice. This is a sure-way to set up your new team members for success from day one!

KEY FINDINGS

Key Findings #1

Identification of scale-able considerations, redundancies, and bottlenecks.
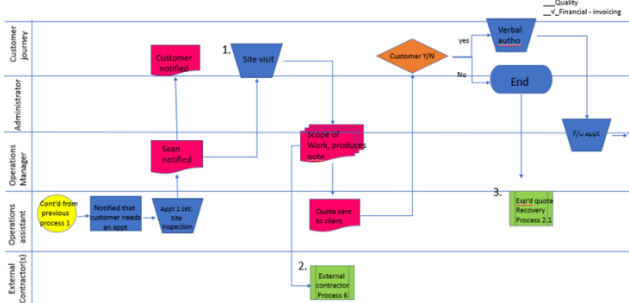
Once your organizational current processes are clearly documented, it becomes much easier to identify areas that may contribute to or inhibit organizational scalability along with other, yet unidentified issues.

Key Findings #2

Identification of organizational learning and role stress reduction.

A lack of documented processes leads to role stress, a "who's on first and who's on second" type of scenario. This degree of role confusion or role stress is one of the greatest contributors to a lack of organizational commitment.
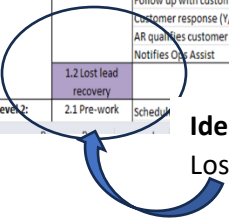
Training is expensive. Once roles are mapped to processes, it becomes very easy to identify organizational training needs: getting the right training to the right team members at the right time.

Key Findings #3

**Easily introduce new processes or even operational areas.**

Identified, future process need: Lost lead recovery

As your organization grows, it becomes very easy to introduce new operational areas into an existing system. New operational leaders will know the processes that do exist, minimizing the frustration that comes with an organizational change.

Visual Data

Process mapping
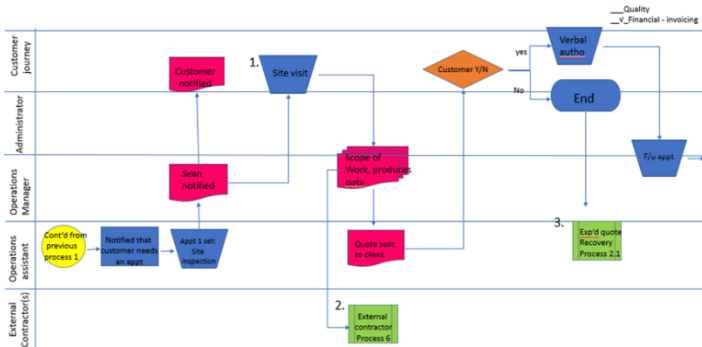
Process Maps:

Process mapping, or swim lanes, provides a clear, visual representation of your organizations work processes.

The mapping can also provide an indicator of necessary policies.

Role to process matrix:

Role to process matrix:

The role to process map converts the individual processes by roles to identify the need for documentation materials, training, and sub-contractor materials.

Provide clear, visual documentation for your team members, especially helpful for new team member socialization!

THREE-CASE STUDIES

The power of great design-

Attract great people. If you have challenges within your functional areas, this is for you!

Organizations cannot attract great people without a great culture. We typically think of a great culture as how our team members are treated (i.e., with kindness and respect). But there is a lot more to great culture that includes:

- the ability to do meaningful work,
- make meaningful contributions,
- working without a lot of confusion related to that work, and
- have clear expectations.

If your organization or business is experiencing the frustration of a lack of clear roles or when and how to communicate with other teams, you may want to consider clearly documenting your processes through organizational design.

Consider the three businesses in the following case studies. The first, implemented Organizational Design as part of their start up to realize immediate savings, the other realized the consequences of poor design, possibly too late to make a difference. The third, a community-based service group providing fiscal support to community challenges, closes due to a lack of processes and conflict.

Case study #1: Start up company finds an extra $65,000!

A start up construction company used organizational design to identify scaling needs. They had recently hired a virtual assistant to help with standard tasks, specifically lead generation. After completing the additional first draft of their organizational design, they realized that they did not in fact need their virtual assistant and were able to realize an annual savings of $65,000 after only two months!   A savings of $65,000 in the first year of operations is a significant amount, enabling them to hire a specialist, which they did not see as viable for another year.

In addition, they were able to identify areas that were leading to a great deal of confusion and frustration. The clarity of roles and tasks enabled them to streamline their operations. This ensured that they were able to live up to their Mission and core values getting their first year off to an ambitious start.

The role to process mapping added an extra element that addressed the training needs for new hires as well as contractors in any role. It also made very clear policies, forms, and other supporting documentation to help ensure their success.

Case study #2: A lack of communication is a start-up disaster

A medical equipment manufacturer had designed an innovative blood glucose meter, it had however a unique challenge: it required more blood than any other meter on the market. This was a great design

feature worked out by the engineers, which would ultimately give users far more accurate results. A significant accomplishment when you consider both the cost of insulin and insulin use concerns. However, they did not see any need to convey this important information to others within the organization.

After all the hype through an extensive marketing campaign, and fantastic sales, this small start up began to experience a great deal of returns. In medical equipment manufacturing the cost of returns comes with a very high price. A simple inquiry into the excessive returns, revealed that customers were not necessarily happy as they needed an extra lancet jab or the need to dole out more blood. Upon further examination, the engineering team fully knew about the requirements, but never thought it necessary to share other operational areas. Therefore, this important information was never included in any of the marketing collateral, sales conversations with medical professionals, or even with the on-call nurses who provided live assistance.

At the overall realization, a series of steps were taken to ensure that stakeholder received the information. Unfortunately, however, it was too late for the start-up business. Their reputation was damaged beyond repair. Combined with the excessive cost of additional returns, they were over-budget and eventually lost their capital funding. Overall, 65 jobs were lost, and a great product never fully got to market.

This is a common challenge among organizations as they establish their operations. Managers set up their operations to perform to identified metrics and goals, sadly these are often completed in complete isolation of one another. This isolation then promotes a culture of departmental silo's and a general notion that other departments do not need to understand the operational needs of another. In fact, your business is filled with organization-interdependencies that require effective, timely communication for long-term success!

Case study #3: lack of process shutters a community-based club

I often tell business owners and leaders that a lack of clear processes foments unhealthy conflict. This conflict will not ever be resolved because there is no method in place *to* resolve it. Consider the community-based club that experienced the exact situation. This was a newer club that had a mission of developing community-based support projects to provide funds with other community organizations in support of their mission. As a newer organization they jumped right into their mission of collecting money. They did have a leadership structure in place that consisted of a president, vice president, secretary, and treasurer.

The president set up a bank account to kick start their fund-raising and support efforts. At the transition of the leadership team to the next leadership team, no one took the opportunity to complete the necessary and required banking documents from one president and treasurer to the next. The previous president reportedly told the new treasurer to "just sign her name" on any checks.

At the beginning of the following transition year, these events came to light. The out-going treasurer informed the incoming vice-president that the past-president had given her permission to sign. The past-president denied the statement, and the entire past, out-going, and in-coming leadership teams were thrown into devastating conflict that could not be resolved. This all occurred because the original team did not take the time to establish good organizational design.

CONCLUSION

There are tremendous benefits from engaging in organizational design. In addition to ensuring that all of your functional areas are operating at full capacity, consider the following, it:

- Helps to alleviate hidden factories, operational silos, and work-arounds.
- Documents processes to promotes mentoring, rounding, and/or GEMBA walks
  Socializes new team members more effectively
- Provides just-in-time organizational learning
- Alleviates role stress
- Sets up clear expectations around important processes
- Aids in easier integration for new operational areas as your business grows
- Easily identifies the five areas where consistency is a must and areas where team members can bring in their own ideas to promote innovation and improvement.
- Improves communication as your team members understand their role within a system.

Key Takeaways
- Identification of scale-able considerations, redundancies, and bottlenecks.
- Identification of organizational learning and role stress reduction
- Easily introduce new processes or even operational areas.

What can Archetype Learning Solutions do for your organization?

Most consultants have their tried-and-true tools, or an archetype, in their approach. Your organization is itself an archetype which is why your organization needs a solution as unique as it. Lets connect! We can help create a whole-system organizational design to bring you these great benefits.