Lunchtime Webinar: Organizational Design Series

“Deployment Models”
Anthony Shingleton, BSc PhD MBB

- European Director for Operational Strategy, Formulation & Execution
- Confirmed Trainer, Coach & Consultant
- Demonstrated success in R&D, Sales, Business Development, Operational Excellence, Finance & Program Management

Favourite quote:
“Business Education without Execution is just Entertainment”
A few house keeping points...

All participants will be on mute throughout the webinar.

• 25 Minute presentation
• 5 Minutes Q&A
• Close with a quick survey

Questions are encouraged.

Please submit your questions using the Question box on your webinar panel and questions will be posed following the presentation.

Thank you!
Agenda... “30 minutes” to cover

- Quick reminder on Organisational Design
- Relationship between Organisation Design and deployment of an Improvement Initiative
- Deployment Models
  - Thinking and Aspirations
  - Pros and Cons
  - Outputs & Timeframes
- Focus on “Progressive Development”
- Questions & Answers
- Back to work!
Organisational Design – Quick Reminder

One Constant in Life: Things Change!

Drawings alone don’t change Organisations

“What” is clear but Lots struggle with “How”

Must spend Equal time on both or risk failure
Organizational Design & Deployment Models

- Need to rally employees around one or multiple themes that will help Organization converge and convert organogram/Strategic Design intent into reality

- Too many Organizations fail because they try to copy the Design and Deployment Model that worked for someone else

- No difference between Business trends and Deployment trends

- How successful are you at asking people to change habits vs. creating new habits?
Deployment Models

1. Academy

2. Belt Wave

3. Progressive Development
## A pause to think about project types & proficiency

<table>
<thead>
<tr>
<th></th>
<th>Just Do It</th>
<th>SCORE</th>
<th>Green Belt</th>
<th>Black Belt</th>
<th>Master Black Belt</th>
<th>Innovation &amp; Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>Length</td>
<td>1-3 days</td>
<td>7 weeks</td>
<td>12 weeks</td>
<td>30 weeks</td>
<td>70 weeks</td>
<td>16 weeks</td>
</tr>
<tr>
<td>Metrics</td>
<td>1</td>
<td>1-3</td>
<td>2-3</td>
<td>3-5</td>
<td>10-15</td>
<td>1-3</td>
</tr>
<tr>
<td>Scope</td>
<td>Narrow</td>
<td>Functional</td>
<td>Cross Functional</td>
<td>Cross functional</td>
<td>Multi Projects</td>
<td>Product or Process</td>
</tr>
<tr>
<td>Team</td>
<td>Operators</td>
<td>5-8</td>
<td>5-8</td>
<td>7-10</td>
<td>3-5 Teams</td>
<td>10-15</td>
</tr>
<tr>
<td>Training</td>
<td>1-2 tools</td>
<td>3-10 tools</td>
<td>2 wks training</td>
<td>5 wks training</td>
<td>2 years</td>
<td>1 week*</td>
</tr>
<tr>
<td>Benefit</td>
<td>$</td>
<td>$$$</td>
<td>$$$</td>
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“Academy” Model

Thinking and Aspirations

- Let people choose if they want to learn new ways to fix problems
- No “orders” or specific targets to reach
- Make help available for when needed
- Develop a whole library of capability that might be needed

Pros and Cons

<table>
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<tr>
<th>Pros</th>
<th>Cons</th>
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</thead>
<tbody>
<tr>
<td>Cheap &amp; Easy access to ‘Consultants’</td>
<td>Setup Costs &amp; Time, Relevance, Duplication</td>
</tr>
<tr>
<td>Provide access to Knowledge, Theory &amp; best practice</td>
<td>Ability to track Return-On-Investment</td>
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Expected Outputs & Timeframes

- Strongly dependent on strength of vision, urgency and culture
Focus of activity

- **Complex Cross Functional Projects**: 3-6 weeks
- **SCOREs**: 7 weeks
- **Just Do It Projects**: 1-3 days

Effort vs. Reward

- **Design & Innovation Projects**: 3-12 months
- **70%**
- **20%**
- **9%**
- **1%**
Key Characteristics – “Academy” Model

Program Costs

- 0-12 mths
- 12-24 mths
- 24-36 mths

- ?? Financial savings ??

- BB
- GB
- SCORE
- JDI

Organization Buy In

Problem Solved.
“Belt Wave” Deployment Model

Thinking and Aspirations

- “Top-Down” declared need & medium-term target to reach higher levels of performance
- Development of experts to solve problems for others
- Projects & project leaders will drive culture change
- “Sheep Dip” approach to various Bloom Taxonomy levels

Pros and Cons

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<tr>
<td>Structure, rigour &amp; standard approach</td>
<td>Managing Change becomes an improvement item to fix</td>
</tr>
<tr>
<td>Active &amp; timed people development</td>
<td>Pay-back Time, Failure rate, Career Paths</td>
</tr>
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</table>

Expected Outputs & Timeframes

- Double digit sustainable higher performance after 12-30 weeks
Focus of activity

- **Design & Innovation Projects**: 3-12 months
  - Reward: 10%
  - Effort: 5%
  - Time: 80%
  - Complexity: 5%

- **Complex Cross Functional Projects**: 3-6 weeks
  - Reward: 80%
  - Effort: 5%

- **SCOREs**: 7 weeks

- **Just Do It Projects**: 1-3 days
  - Reward: 5%
  - Effort: 10%

If all that you have is a hammer then everything looks like a nail.
Key Characteristics – “Belt Wave” Model

Program Costs

- **BB GB**
- **BB GB SCORE**
- **MBB BB GB SCORE**

- **0-12 mths**
- **12-24 mths**
- **24-36 mths**

- Financial savings
- Organization Buy In

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Today’s increased variables to success

Financial:
- Scarcity of budgets & difficulties in borrowing

People:
- Existing experience, will & skill

Requirements:
- “Fit-for-Purpose” & needed functionality

Environment:
- Support & structure

Culture:
- “Pull” is more sustainable than “Push”
Would you?

Try to drive a Racing Car if you could not drive?

Buy a top of the range sports watch if you just needed something to log times?

Try to pass a university maths course if you had not taken basic college maths?

Invest in a multi-million dollar boat if you had not test driven it first?

Q: Why do we often jump in feet first with deployments?

Q: Why do we assume that because we are adults and professionals we can become experts from day 1?
“Progressive Development” Model

Thinking and Aspirations
- “Known” end state that management wants the organisation to reach willingly
- Level of Ambition to gradually increase in line with competency and confidence in reaching stretched targets
- Competency & proficiency gradually increase along more complex projects
- Program to self fund itself through positive cash flow within 1st year

Pros and Cons

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<tr>
<td>Structure, rigour &amp; standard approach, Low failure rate</td>
<td>Managing Change becomes an Item to fix</td>
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<tr>
<td>Active &amp; timed people development</td>
<td>Pay-back Time, Failure rate, Career Paths</td>
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Expected Outputs & Timeframes
- Self-funding in under 12 months with people engagement
Focus of activity

- **Design & Innovation Projects**
  - 3-12 months
  - Reward: 100%

- **Complex Cross Functional Projects**
  - 3-6 weeks
  - Reward: 70%

- **SCOREs**
  - 7 weeks
  - Reward: 70%

- **Just Do It Projects**
  - 1-3 days
  - Reward: 30%

Proactive breakdown and scoping of projects to make them more attractive.
Key Characteristics – Progressive Development

Program Costs

Organization Buy In

Financial savings

SCORE JDI

GB SCORE JDI

BB GB SCORE JDI

MBB BB GB SCORE JDI

0-12 mths

12-24 mths

24-36 mths

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Is Progressive Development for you?

An alternative approach suitable for companies who want:

- To bridge the buy-in for business improvement gap with grass route results
- Engage the whole company in business improvement (as opposed to few specialists)
- Pilot business improvement without risking too much upfront investment
- Short-term and on-going improvement boosts rather than radical transformation
- High Focus on sustainability from day 1
How does Progressive Development work?

Small Assessment

12 weeks to run 9 SCOREs to develop 3 SCORE Leaders

12 weeks to run 27 SCOREs to develop another 9 SCORE Leaders

Select best SCORE Leaders to step up Green Belt

Select best Green Belt to step up to Black Belt

Replication

Replication

Replication
So is Progressive Development a “Be all & End all” OR Intermediate Step?
# Quick Summary

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<th>“Belt Wave”</th>
<th>“Progressive Development”</th>
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<tr>
<td><strong>Deployment Approach</strong></td>
<td>“Here you go” &amp; “Invest and we will get there”</td>
<td>Push &amp; Autocratic “Start Big to Go Fast”</td>
<td>Pull &amp; Consensus “Go Slow to Go Fast”</td>
</tr>
<tr>
<td><strong>Skills &amp; Resources</strong></td>
<td>Up to Individuals to decide based on Will &amp; Skill</td>
<td>Few Highly Skilled Belts (GB, BB &amp; MBB)</td>
<td>Many Basic Trained SCORE Leaders boosted with on-demand up-skilling</td>
</tr>
<tr>
<td><strong>Project Capability</strong></td>
<td>Variable</td>
<td>Few Complex Problem Solving Projects</td>
<td>First 6 months: Many “just-do-its” – RIE’s 6 -12 months: expand to more complex projects</td>
</tr>
<tr>
<td><strong>Organization Saturation</strong></td>
<td>(Very) Low</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td><strong>ROI</strong></td>
<td>????</td>
<td>Large Long-Term Returns</td>
<td>Many Short-Term Returns</td>
</tr>
<tr>
<td><strong>Training Approach</strong></td>
<td>Self Learning Classroom</td>
<td>Learn, Practice &amp; Deliver</td>
<td>just-in-time On-the-job</td>
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Next Webinars on Organizational Design

Webinar 3:
“Tools for Organizational Design”
December 2013

Webinar 4:
“Strategic Thinking vs. Strategic Planning”
February 2014
More information on BMGI Events

1-day Strategy Execution Workshops:
Paris: 9\(^{th}\) October | Dublin: 7\(^{th}\) November

1-Day Strategic Thinking Workshops:
Dublin: 6\(^{th}\) November

Executive Breakfast Briefings:
Strategic Thinking - *By Invite Only*
London: 19\(^{th}\) Sept | 17\(^{th}\) Oct
Amsterdam: 7\(^{th}\) June

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