

Organising for Outcomes

* **Health Warning:** rigid, one-size-fits-all, forced Org Design seriously harms you and others around you

There is no playbook or blueprint

Organisational evolution, in context



What *are* you optimising for?

"Every organisation is perfectly designed
to get the results it gets" Arthur W. Jones



What do you *want* to optimise for?

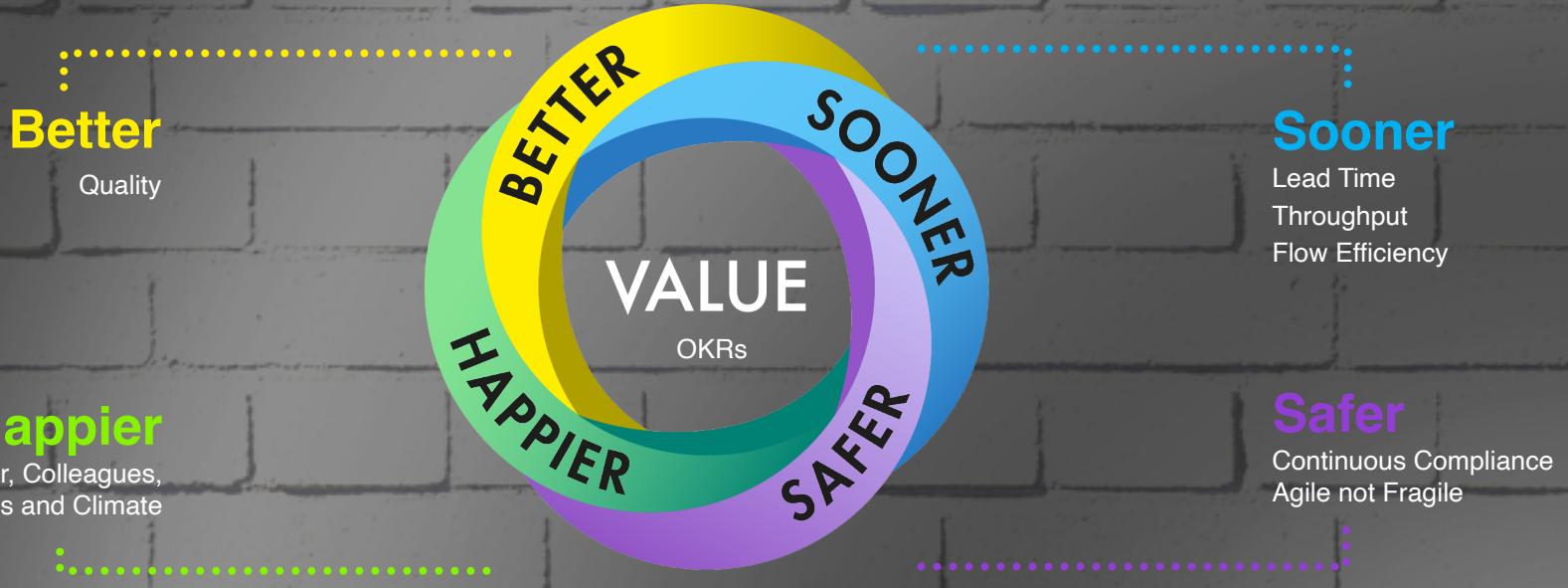
Do you *know* what outcomes you want?

Are they being *measured*?

Pattern: Focus on Outcomes



Better Value Sooner Safer Happier



Antipatterns:

- Rigid, one-size-fits-all, forced playbook, no alignment to measurable outcomes
- Re-organization done = Transformation done. The Spotify Model = Agility!
- Cost cutting led Org Design (Spans and Layers 2.0)





How did we get here?





1.9 million years ago

Multidisciplinary Team
aka “Tribe”

253 years ago



Full Stack Team
Domestic Cotton Ops
'You weave it, you wear it'

252 years ago (1771)



Crompton Mills
First Factory System at Scale
Division of Labour





Today?



Current State for many organisations

In the context of unique change:

Feast to famine
Work waiting

Incentive: ‘done my bit’
Inhumane (cog)

not optimising for

Better Value, Sooner, Safer & Happier

“The Business”

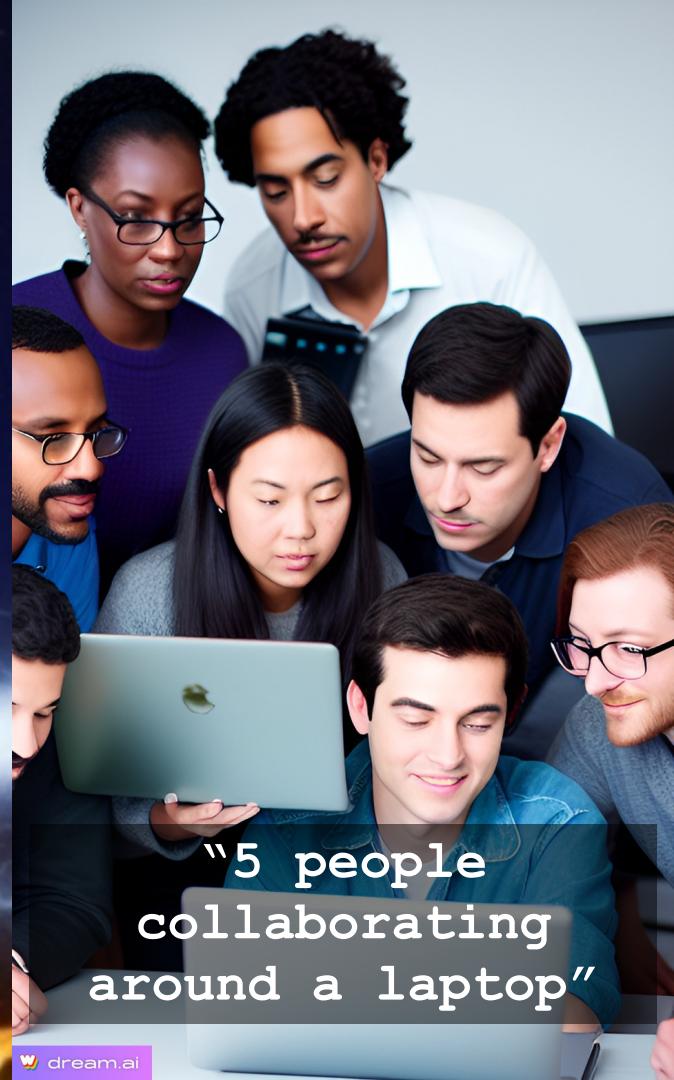
“Product”

“Eng
,”



We've come full circle...







A black and white photograph of a standard QWERTY keyboard, viewed from a slightly elevated angle. The keys are clearly visible, though no text or symbols are printed on them. The lighting creates soft shadows between the keys.

So, what Patterns might help?





IncCulture Eats Strategizing For Breakfast

Work has changed but our brains haven't

Our brains are wired for survival

1. Incentive (seek)
2. Threat (avoid)

Threat > Incentive (Loss Aversion)

Pattern: intentional about \uparrow Incentive & \downarrow Threat

Antipattern: accidentally \uparrow Threat & \downarrow Incentive



Incentive
(implicit &
explicit)

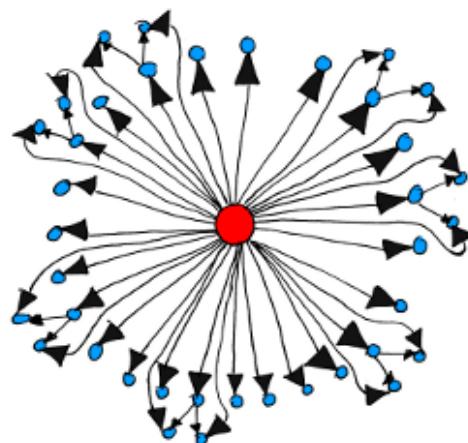
may or
may not

Structure
(1) Formal
(2) Actual team
(3) Social graph
(Get sh*t done)

Behaviours



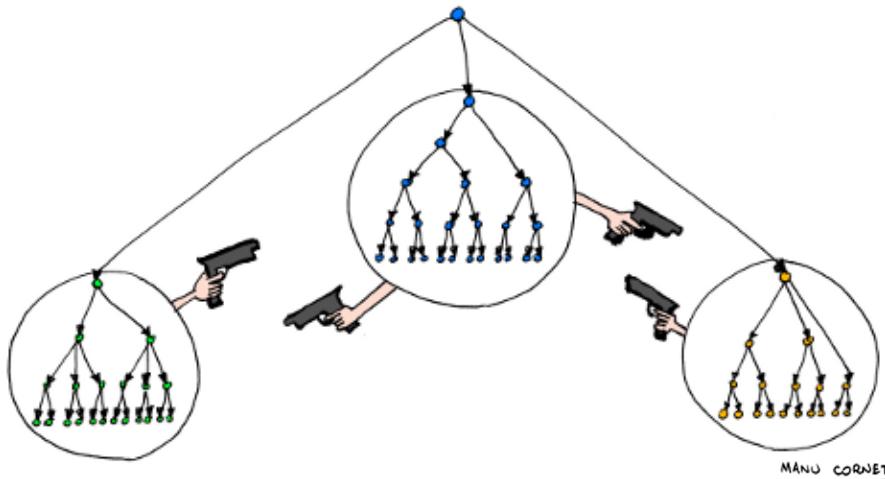
Company A



MANU CORNET

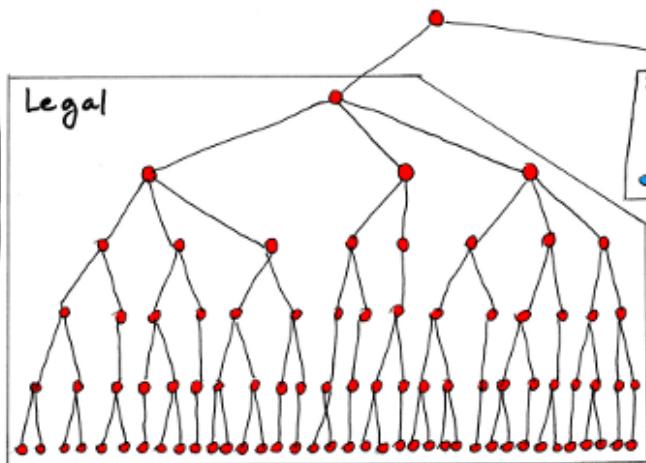


Company B



Company C

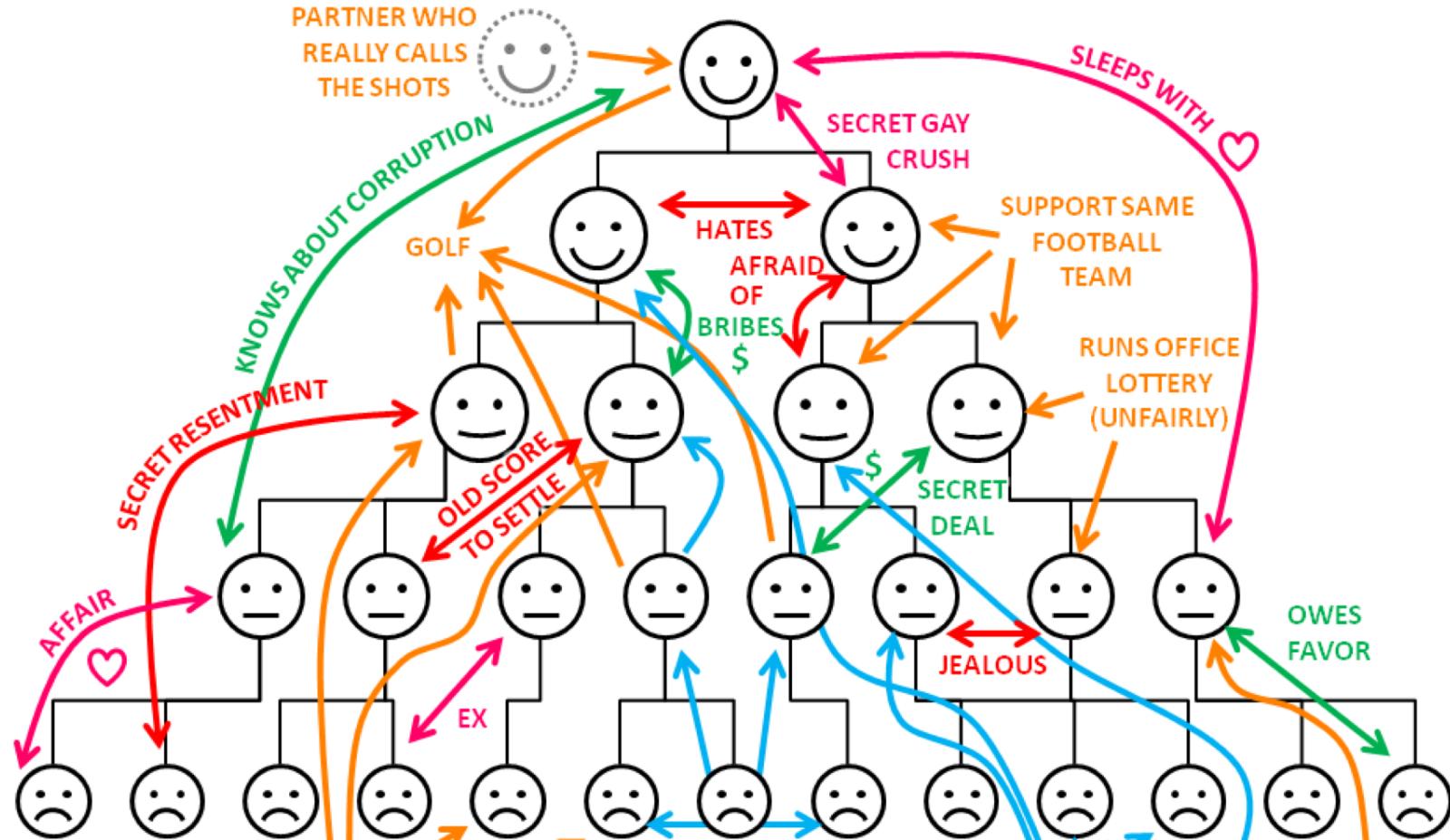
Legal



Engineering

MANU CORNET





Antipattern:

Org design or evolution, without being intentional about incentives (go-to) & threats (avoid)

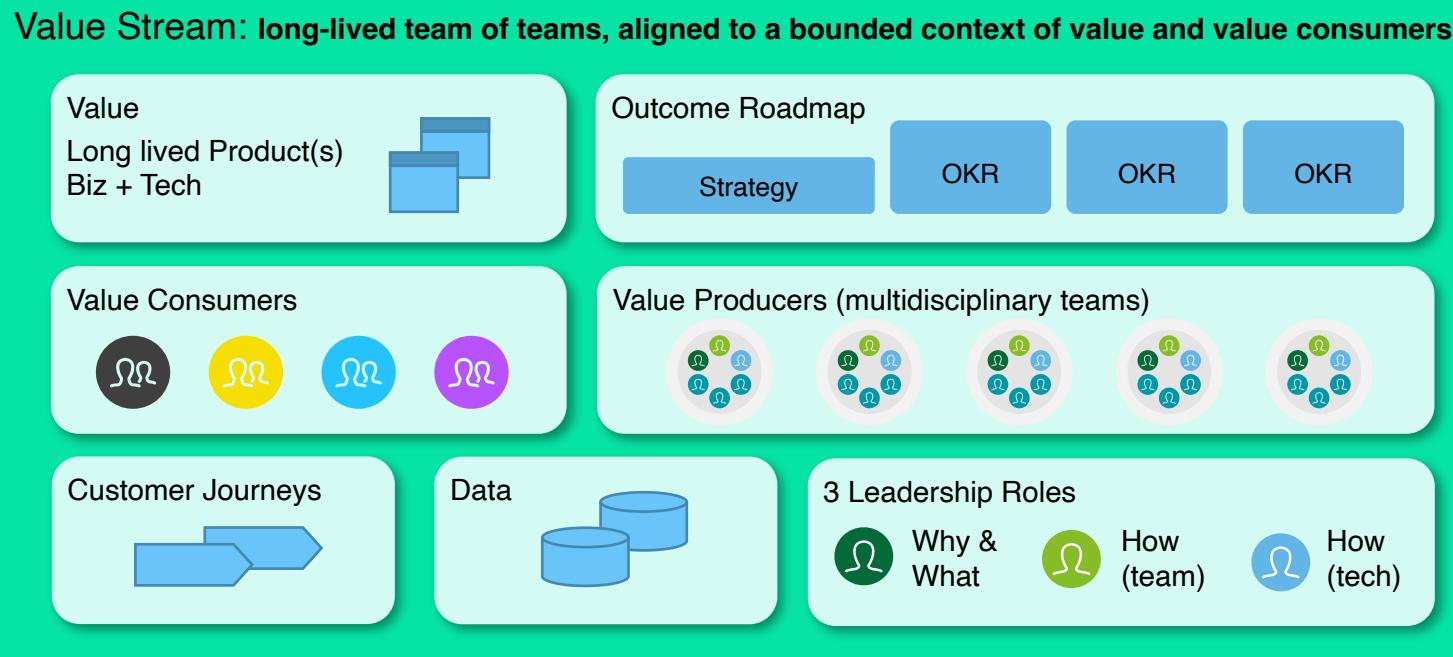


Organising by Value & Flow



Organising by Value Stream (Tribe, Crew, Fleet...)

Rugby not a relay race!



optimise for soonest time to value & learning



Value Streams are nested



Web | Mobile | Store | Branch | Phone

Omni-channel

Value Stream: Hotel



Value Stream: Residential
Value Stream: Stay

- Use whatever language works for you. Beware, it will stick!
- Use the same word(s) at every level (e.g. Value Stream), to avoid forcing fixed levels. It won't be symmetrical!

Value Stream: Weddings
Product

- Don't only manage dependencies. Break them
- Start with Value Streams first, then map Products

Customer Journeys span Value Streams
Product

- Business arch = People arch = Tech arch

Shared Service Value Streams (SSVS)

- Start small. Learn by doing. Iterate. It won't be 'right' first time

Product



Product



Centre of Excellence (CoEs)



Community of Practice (CoPs)



Enabler Teams

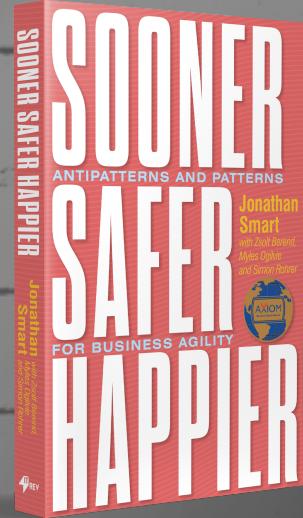


Here's the help I'm looking for

What are your learnings on this journey?

What antipatterns and patterns are you experiencing?





Thank you

soonersaferhappier.com



Axiom Business Book Award winner in Leadership category

Join the movement here!

