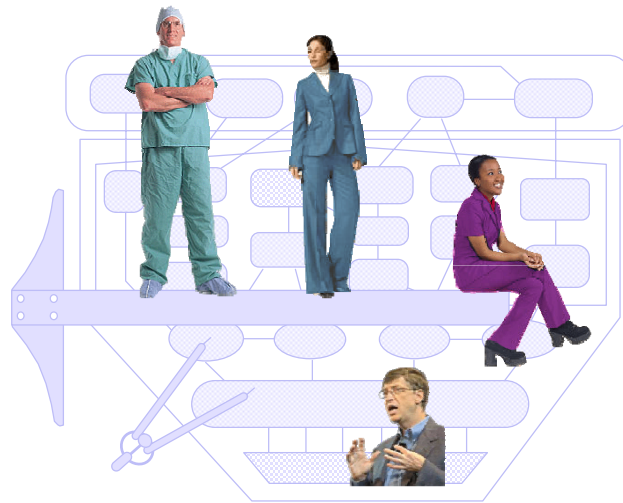


A Visual Language for Organization Design and Diagnosis

Excerpted from *Mastering Organizational Architecture* (2007)



Presented to Mass Bay OD Learning Group, Worcester Local Area Group on June 3, 2008

Paul Kampas

www.kampasresearch.com

If You Could Actually See Your Current Organizational System, Would It Look Like... (p.8)

This? ;-)

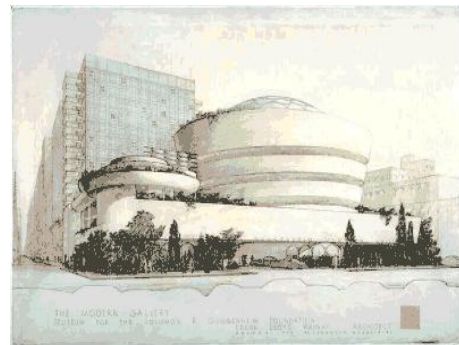


A Patchwork of Pieces



The Imaginative Dr. Seuss

...or This?

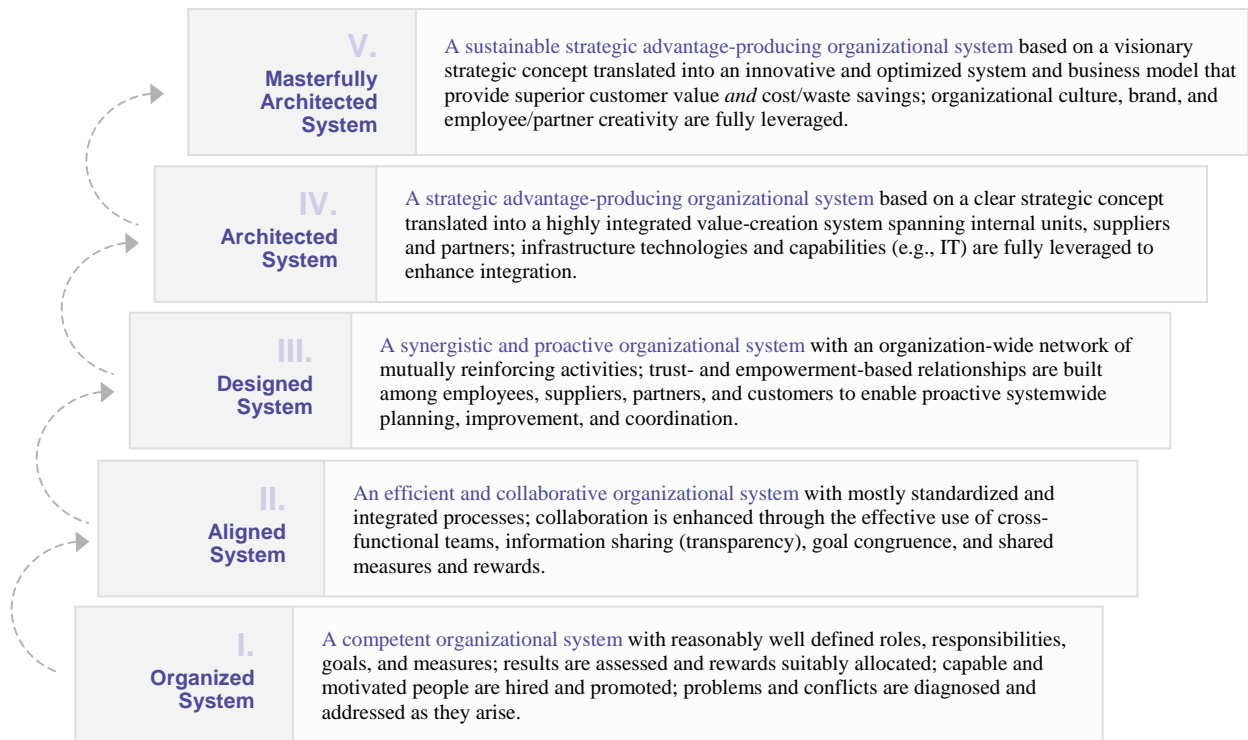


A Masterfully Architected System



The Imaginative Frank Lloyd Wright

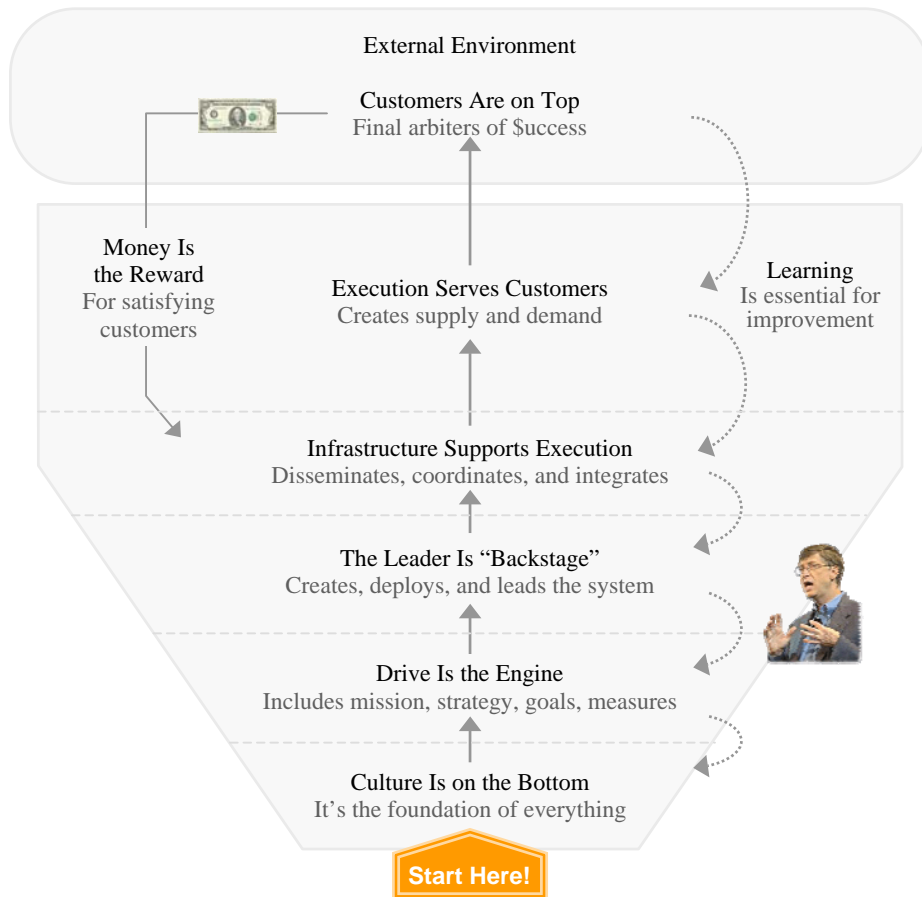
Five Levels of Organizational Design (p.10)



Note: Higher design levels include those attributes listed plus all those in levels below

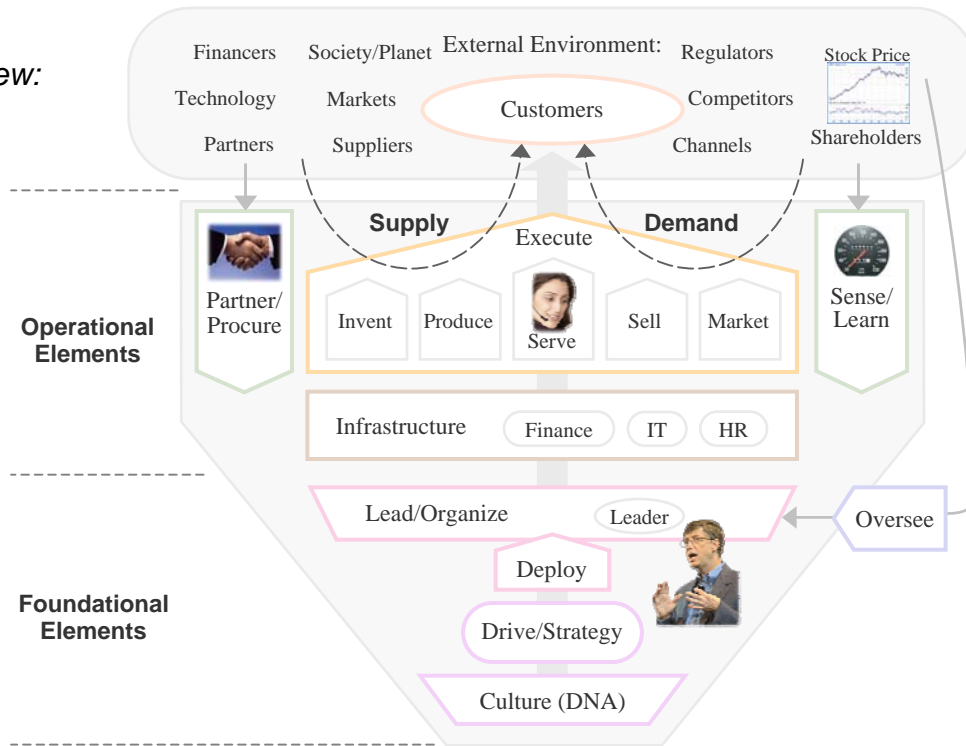
Architecture Framework: Creating the Visual Space and Language

Overview:
(p.24)



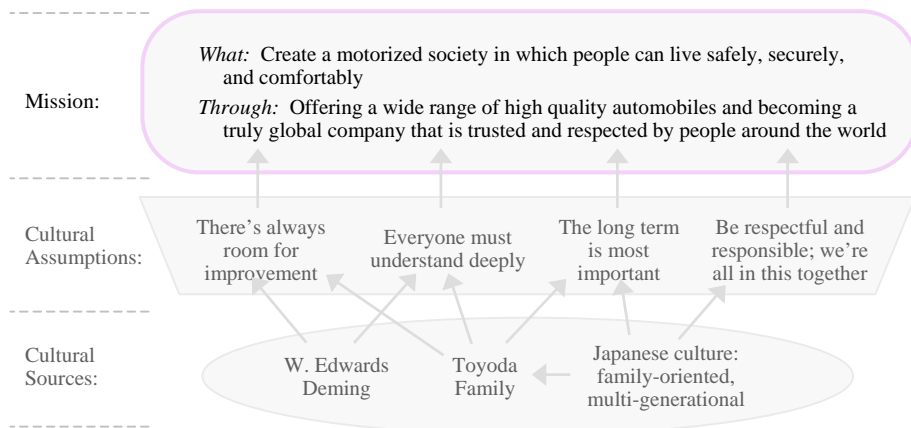
Architecture Framework: Creating the Visual Space and Language

Detailed View:
(p.26)

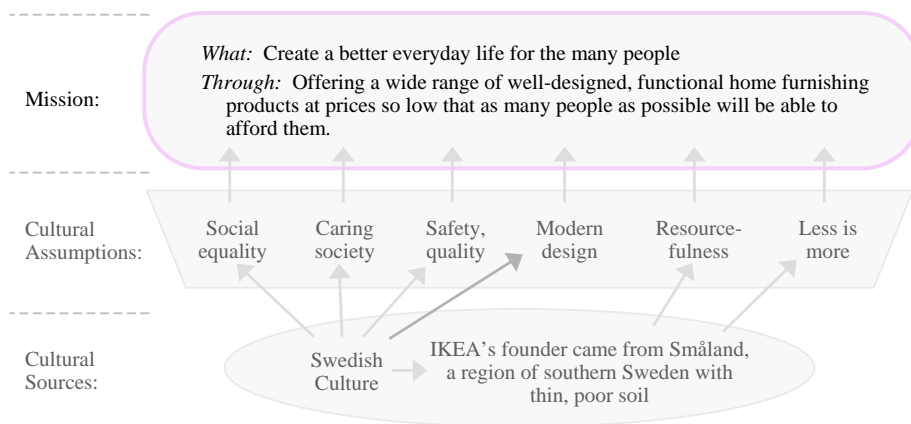


How Culture Supports Mission at Toyota and IKEA (p.101)

How Culture Supports Mission at Toyota



How Culture Supports Mission at IKEA

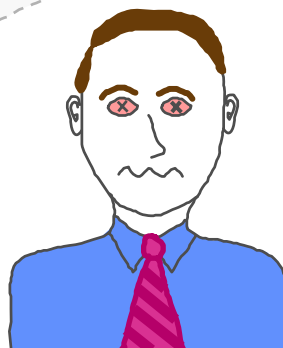


A Vision for Organization Development: *Growing from Good to Great*

Paul Kampas

www.kampasresearch.com

Today OD Has Many Pieces, Often Understood and Applied Separately...



Few Envision and Exploit the Power of the Whole

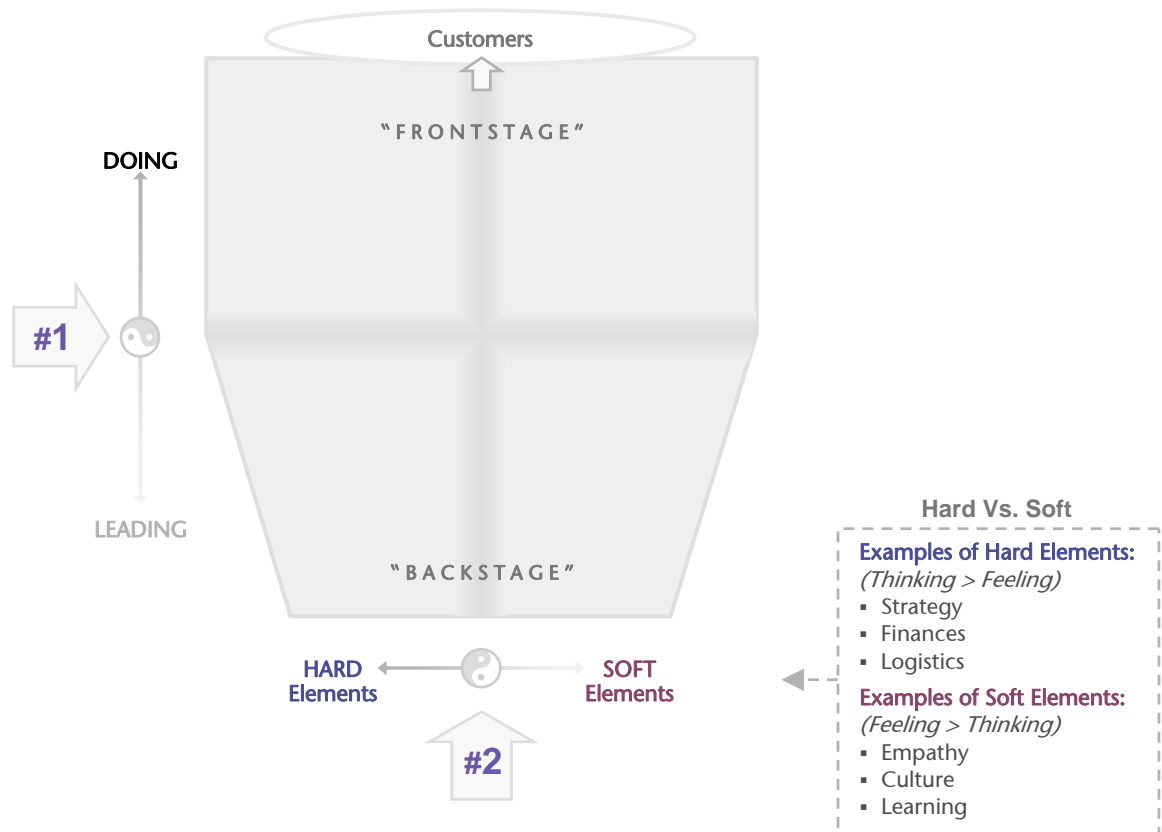


SEPARATE / PIECES:
You get little leverage



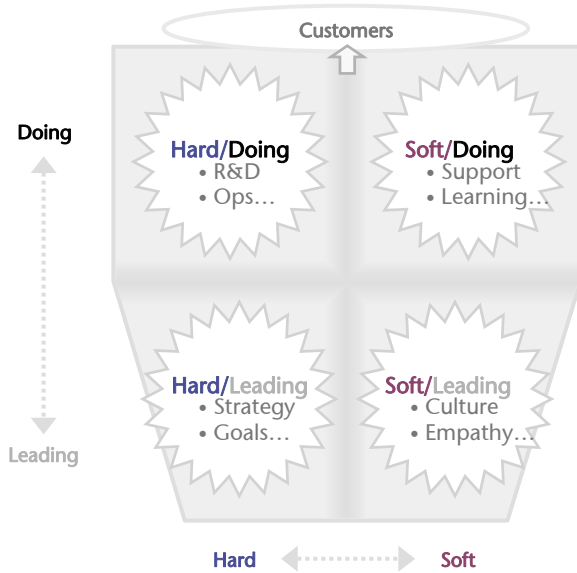
VISION / WHOLE:
You get lots of leverage
(The whole becomes much greater
than the sum of its parts)

Seeing the Whole: All Organizations Have Two Core Tensions

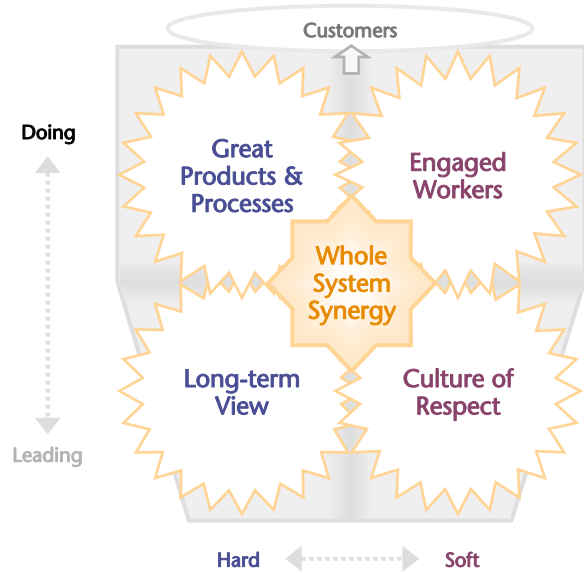


These Two Tensions Create Four Possible Biases

The Four Individual Biases



SYNERGIZED: Toyota
(A "Team of Biases")



SYNERGY: Working Together

(Syn = Together, Ergon = Work)

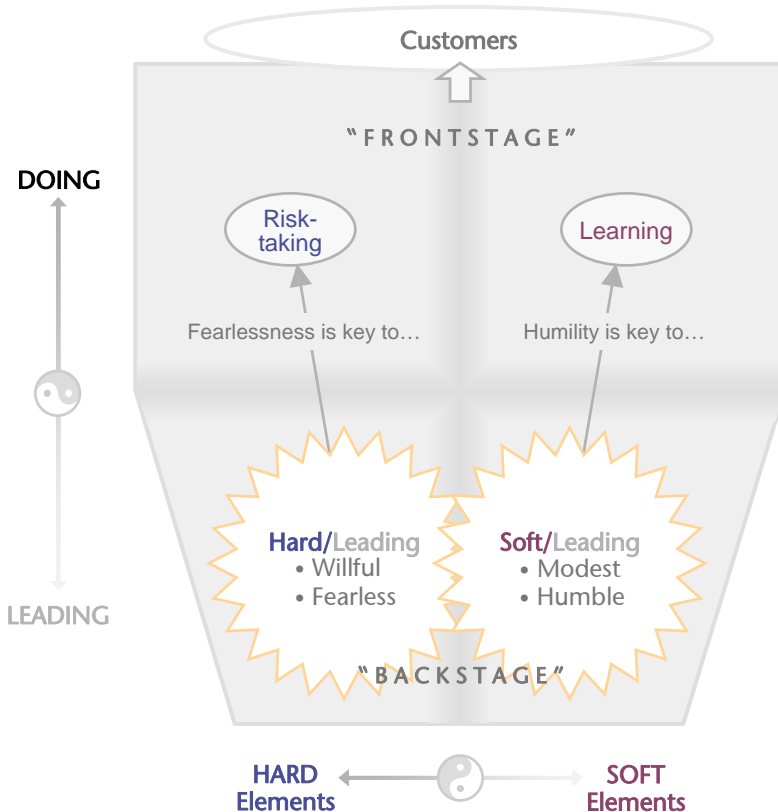
The interaction of two or more agents or forces so that their combined effect is greater than the sum of their individual effects.

The Best Leaders Personally SYNERGIZE Hard and Soft Biases

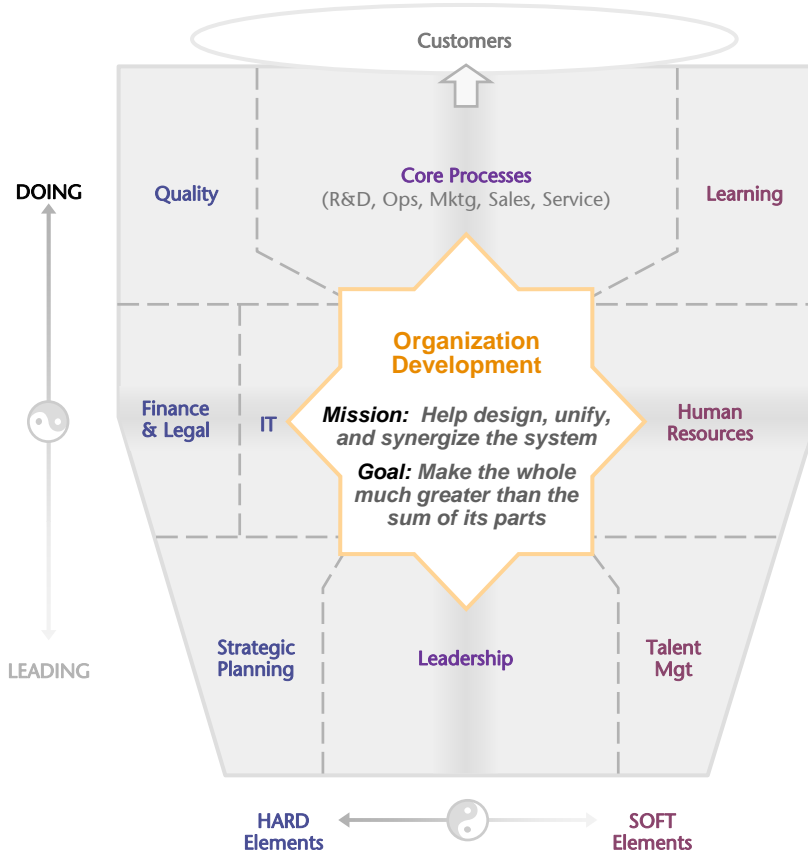
"Level 5 leaders are a study in duality: modest and willful, humble and fearless. To quickly grasp this concept, think of United States President Abraham Lincoln (one of the few Level 5 presidents in United States history), who never let ego get in the way of his primary ambition for the larger cause of an enduring great nation. Yet those who mistook Mr. Lincoln's personal modesty, shy nature, and awkward manner as signs of weakness found themselves terribly mistaken, to the scale of 250,000 Confederate and 360,000 Union Lives, including Lincoln's own."

Jim Collins

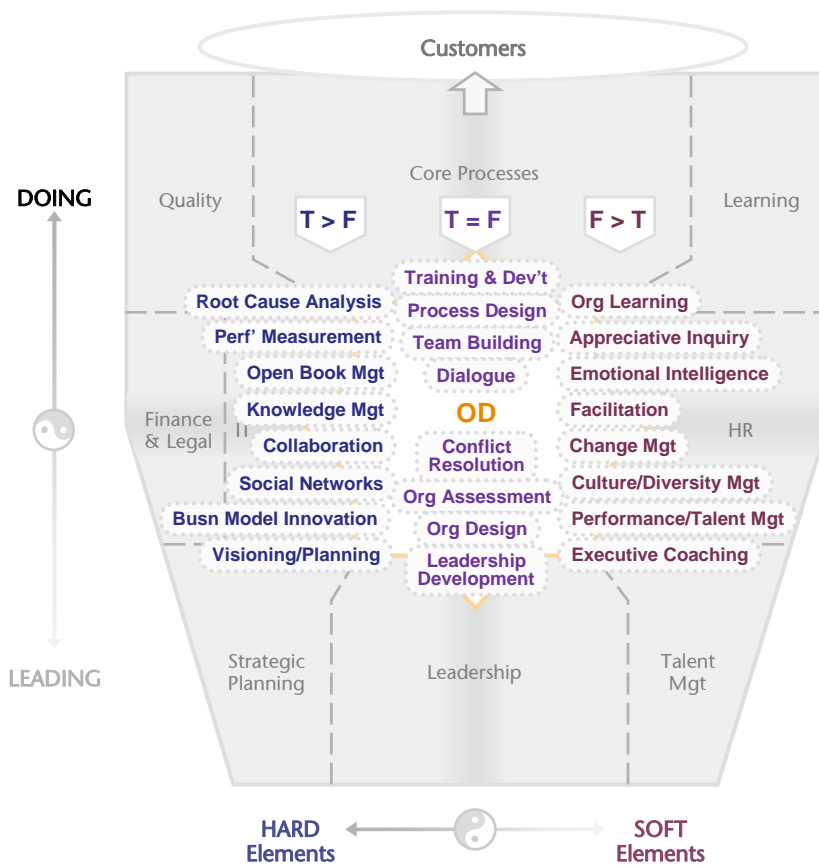
Good to Great (p.20)



Systemic & Interdisciplinary, OD Is Central to Enhancing SYNERGY

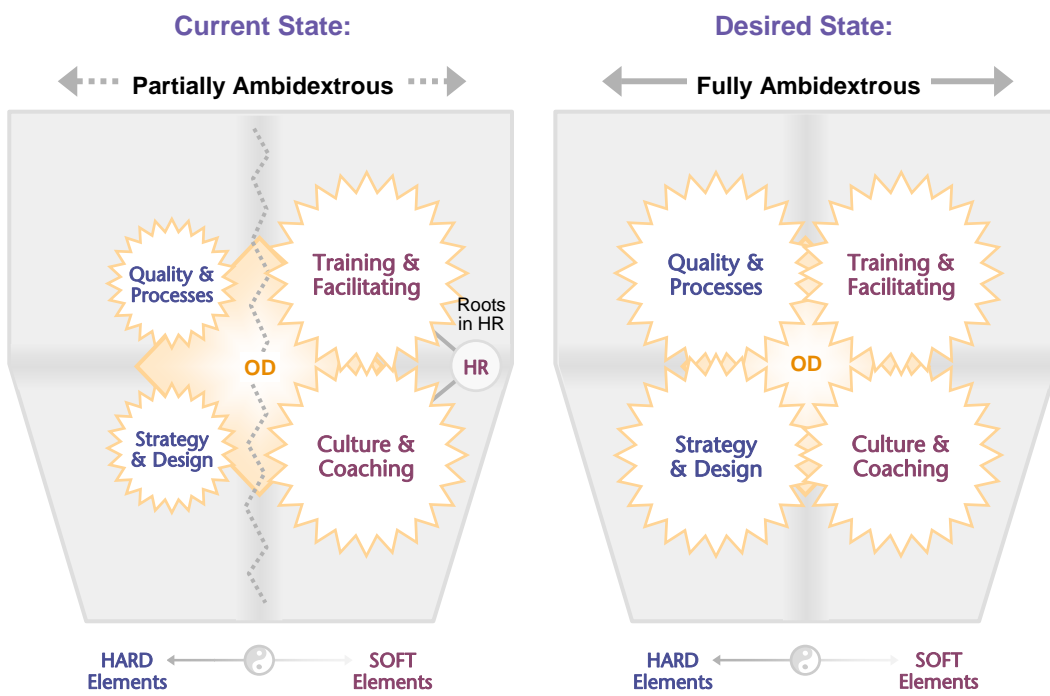


Landscape of 24 OD Competencies in 3 General Categories



OD Vision: *Growing from Good to Great: 3 Steps*

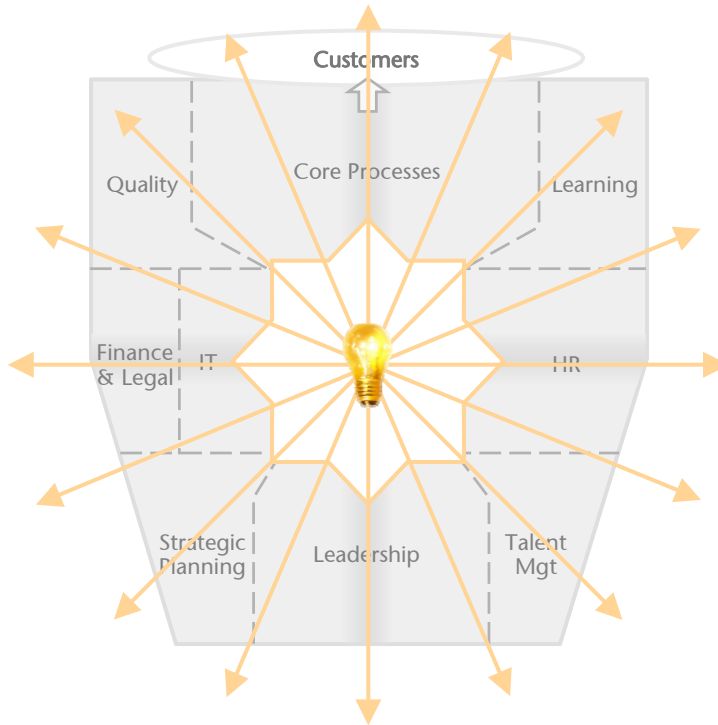
STEP #1: *Become Fully “Ambidextrous”*



Some Ways to Increase Ambidexterity:

- Develop a deep awareness and respect for the *combined* value of thinking and feeling
 - The best decisions are made with a combination of heart *and* mind)
- Use accessible and *inclusive* language
 - T's avoid acronyms
 - F's avoid "New Age" jargon (e.g., mind = ego)
- Develop a healthy *competence* for both thinking and feeling
 - T's enhance emotional intelligence, facilitation
 - F's enhance evidence-based decision-making, strategy & design

STEP #2: *Become a Player in Business Model Innovation*

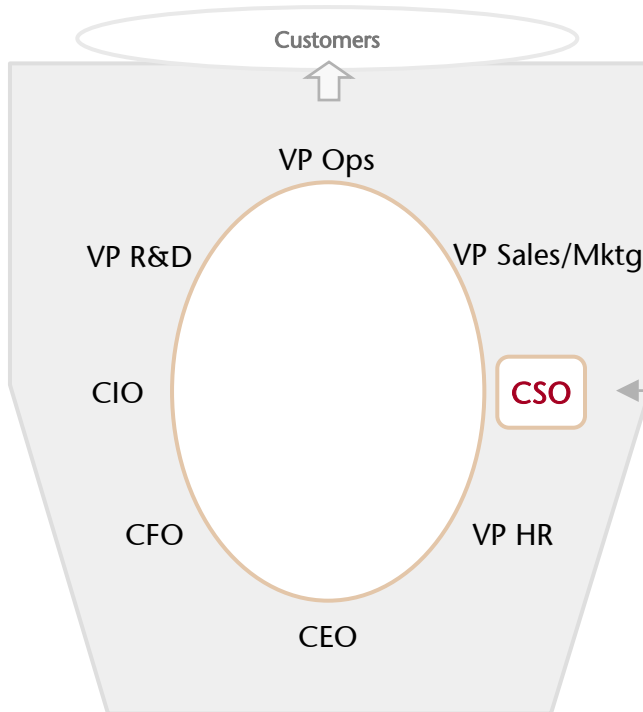


Business Model Innovation:
Finding ways to systemically change how you add value in your current industry or in another to create sustainable competitive advantage

Examples:

- Wal-Mart's cross-docking
- Dell's direct channel and build-to-order
- IKEA's self select, pickup, transport, and assemble
- The Toyota Production System (e.g., Andon Cord)

STEP #3: *Earn a Seat at the Senior Management Table*



CSO: **Chief Synergy Officer:**

Responsible for whole system organizational diagnosis, design, development, alignment, and master planning in support of business model integration and innovation

As IT no longer reports to Finance, OD -- as it evolves -- should no longer report to HR. To make a meaningful systemwide contribution OD will need to earn its own seat at the senior management table.

Break out Groups – Please explore your *reactions* and *recommendations* for OD to:

- *Become fully "ambidextrous" (Step 1)*
- *Become a "player" in Business Model Innovation (Step 2)*
- *Earn a seat ("CSO") at the senior management table (Step 3)*

Please summarize your findings for sharing afterward with the group.

