

Lead On

Concepts, practices, insights, and considerations brought to you by **Melius Partners** to enable you and your team greater effectiveness and results.



Welcome back to Lead On!

Well, so much for my typical salutation of "Until next month...". The summer months have been a whirlwind.

I am so looking forward to the annual summer hiking trip Charles and I will soon be taking. We are returning to Yosemite National Park (California, USA). It has been about a decade since we were there last; and, some dear friends of ours in Brasil are joining us on this trip...we are so excited!

Charles and me almost to the top of Yosemite's Nevada Falls in 2003. Yes, we both have more grey hair now :-).



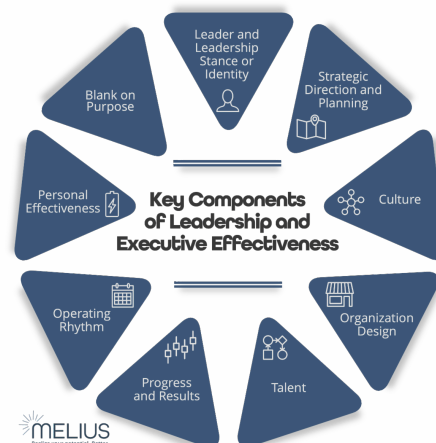
Let's jump back into and recap where we are in this *Leadership and Executive Effectiveness* series we started earlier in the year.

Thus far, we started at the top with **Leader Stance** in February, then transitioned to **Strategic Direction and Planning** in March, followed by **Culture** in April.

Let's pick things back up this month with **Organization Design**.

And, as we do, just a quick reminder, organization is not specific to the larger company, enterprise, or organization level; it can be a business unit, department, team, etc.

Click the image to enable an expandable view.



More than Boxes on an Org Chart

Upon establishing the strategic direction and plan, Organization Design is part of aligning and mobilizing the organization to attaining the desired direction and plan.

Often folks think it is the organization structure--what are the org structure 'boxes' and who is in the 'boxes'. Well, *it is structure...* that also includes the functions, roles, responsibilities, decision authority, and work processes and practices (even the white space in between) needed enable the desired direction.

Is Everyone Headed North?

An exercise I often do for strategic direction and planning workshops as well as leadership and executive development programs and workshops is asking everyone in the room to stand up, close their eyes, and point North. Then, while continuing to point North, ask them to open their eyes and look around. Every time I have done this, everyone is pointing in different directions—every time!

Transfer this to an organization—if everyone started pursuing what they thought was North, how does this impact each other and the organization. What if there was more clarity, alignment, and integration with each other around what is North and how are we collectively pursuing (e.g., who is doing what, when, how does that impact each other and the larger organization)?

You may have also commonly observed and experienced where teams and organizations may have functions such as Finance and Accounting, Engineering, IT, HR, etc.; yet, there is lack of clarity, alignment, and integration in each other's roles, responsibilities, and how each is enabling the overall desired direction, which is yielding confusion, duplication of effort, and even chaos.

Some Considerations to Put Into Practice

So, what functions, roles, responsibilities, decision authority, and work processes and practices are needed to attain the organization's desired direction and plan? How clear defined are the roles, responsibilities, decision authority, and work processes and practices for each function in enabling the organization's desired direction and plan? How clearly aligned are each function in such? And, how is this clarity and alignment attained (which we will further explore when we get to Progress and Results)?

It is also important to cascade and reinforce this clarity and alignment further in or throughout the organization. This is a key factor in organization effectiveness and performance—having clarity and alignment between individuals on a team—what is their individual role, responsibility, authority to the team's work and how it contributes to the larger organization's direction and plan. This is also a key factor in employee engagement.

Final Thoughts

As usual, there's much more we could unpack around Organization Design, but I'll pause here for now.

And, I would love to hear your thoughts—what resonates, what you would like to explore further, or where you might need support. Reach out and let's continue the conversation!

Until next month, Lead On!

Tara



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