Improving Your Organization's Results

An Organizational Diagnosis and Design Workshop

This workshop is for business managers and HR managers who want to better understand how to change a complex organization to improve its results. The approach used in this session can be used to improve any organizational dilemma at any level.

The workshop is designed to let you diagnose a real-world dilemma and strategize a whole systems improvement plan. In subgroups you will learn to see the "little things" that are often invisible to managers, but prove to be major barriers to improvements. You will consider some principles of an organizational survival code as well as the priorities for change from your diagnosis to shape an improvement plan that will deliver better results.

Guiding Framework

The framework for the session is the Organizational Systems Model, a tool that many have found to be profound in its utility for addressing complex organizational issues.

The underlying assumptions of the OSM Model go against the grain of some traditional management beliefs such as:

- There is one main cause for each problem.

- Some defects just happen; they are beyond our control.

- Errors are primarily caused by people—their lack of skill and/or motivation.

- Good supervision is the key to keeping things under control.

- Managers have responsibility to make most decisions.

- The key to improving results is to set stretching objectives.

Each of these beliefs was nurtured in the early days of the Industrial Revolution and caused managers to try to isolate issues and tackle them one at a time. The OSM Model, in contrast, is a systems approach—it challenges managers to think systemically about their work.

Work is an interaction between suppliers, work processes, and customers. An ever-changing environment constantly influences this interaction. One must understand all elements and their interaction with each other to truly understand how the system is functioning. Thinking systemically, managers come to understand in reality:

- There are many related causes for any single problem.

- Every defect is caused by elements of the system as they interact.

- Over 90 percent of the problems are caused by systems elements; 10 percent by the people.

- Self-control (controlling errors at their source), rather than supervision after the fact, is the highest form of control.

- Decision-making should be as close as possible to the specific work process.

- The key to improving results is to realign processes and systems.

Beliefs are critical elements in any organization because they guide how everything else is put together. If management's beliefs about the organization do not match reality, they will never see what is needed to solve some dilemmas. The OSM Model is a tool to facilitate your viewing your organization in its entirety—as it really is.
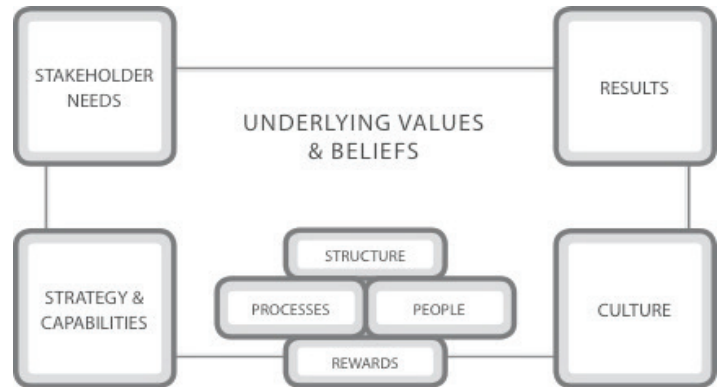
You will learn how to use the framework:

- To diagnose how all of the elements interact to produce today's results.

- To select the right tools and approaches to design for better results.

Workshop Objectives

- Increase your diagnostic skills to better understand how your organizaton really operates

- Learn some strategies and tools to improve the whole system and its results

- Develop greater confidence that the few things you choose to change in the organization will actually make a difference in the whole system and its results

Two-Day Workshop Agenda

Day 1

1. Welcome, Introductions, Program Agenda

2. Review the business dilemmas

3. Organization Exercise (in small groups)

4. Overview of the Organizational Systems Model and discussion of organizational blind spots

5. The Processes of Diagnosis and Design

6. Small groups diagnose a case study (taken from the real world)

7. Debrief the case study

8. Back Home Business Dilemma Diagnosis

   • Individuals diagnose one back-home business dilemma

   • Coaching pairs review each other's work and suggest how to improve/utilize it

9. Diagnosis Questions & Answers

10. Wrap Up

Day 2

1. Review Day 1; set today's agenda

2. Designing for High Performance (overview)

3. The Organizational Survival Code

   • Lifecycles of organizations: patterns of peaks and valleys that reoccur even in the best companies

   • Natural Laws that define the Organizational Survival Code

4. High Performance Design Tools for setting direction and aligning processes, structure, rewards, and people

5. Group Design Exercise: each subgroup recommends design changes based on their diagnosis from Day 1

6. Debrief design work; critique recommendations based on the Organizational Survival Code

7. Organizational Viruses

   • Identify some common corporate viruses and small groups identify some counter measures to stop them

8. Design Questions and Answers

9. Wrap Up

Cost

The workshop tuition is USD 1995.00. This includes all program materials, one copy of *The Organizational Survival Code*, and lunch and two breaks each day.

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THE ORGANIZATIONAL SURVIVAL CODE

Seven Capabilities To Get The Results You Want

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