

LOST IN TRANSFORMATION? NAVIGATING AND LEADING ORGANISATION DESIGN

Embarking on a process of Organisation Design (i.e. adjusting an organisation's 'formal system') can be overwhelming. The purpose and intentions may be clear, but the reality of uprooting teams, roles and relationships means organisations can get 'lost in transformation', never quite fulfilling the goals and potential of the design process. At Mayvin, we take a different approach.

A 'people change' process

Where an organisation is seeking to achieve transformational change, the design process can be key. We see Organisation Design as a 'people change' process requiring widespread support and engagement to succeed.

Generic approaches, while attractive for their promises of predictable outcomes, simply don't work when confronted with the messy reality of organisational change. The design process exists in a political context where stakeholders matter. Responding wisely to this reality is key.

To D or not to D?

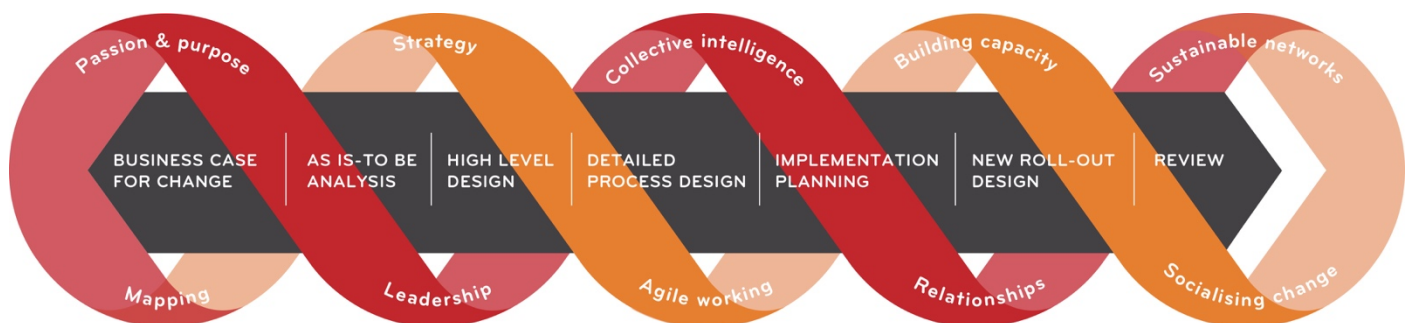
Organisation Design can be a very deep intervention and if there are other, less traumatic ways to achieve the desired result our view is that these should be tried first. (You wouldn't opt for back surgery if physio would do instead.)

The decision to begin any Organisation Design initiative is ideally based on collective agreement about the strategic intent and supported by a clear business case.

10 enablers of successful Organisation Design

We have identified 10 enablers that will support the design process, alongside the formal steps.

- 1. Connecting passion and purpose**
Focusing people's passion and clarifying the purpose of the redesign
- 2. Mapping the field for change**
Understanding the external drivers, the needs of stakeholders and the political reality
- 3. Strategic alignment**
Linking the redesign clearly to strategic intent
- 4. Transformational leadership**
Demonstrating sponsorship and commitment from the very top
- 5. Collective intelligence**
Making the most of the intelligence in the organisation, its customers and suppliers
- 6. Agile working**
Keeping people involved and empowered through regular communication, while being clear about the boundaries
- 7. Building capacity, talent and capability**
Developing people to meet new and changing demands
- 8. Navigating relationships**
Helping people embrace the new structures, ways of working and relationships
- 9. Creating sustainable networks**
Giving people ways to connect, and share their hopes, fears and frustrations
- 10. Socialising change**
Empowering and equipping people to lead the change from every corner of the organisation



Mayvin's Model of Organisation Design

An agile approach

An agile approach to project management provides the structure for change without the restrictions of traditional methods. It enables organisations to respond to what comes up, avoid getting lost, and change course as needed.

We recommend six principles for agile working.

1. **Start as you mean to go on**
Be clear, flexible and open from the outset
2. **What does good look like?**
Define your indicators of success
3. **Keep talking**
It's the only way you'll know where you are!
4. **Get the right people in the room**
Know the key influencers and decision makers
5. **Look up, out and around**
Identify and manage risk
6. **Let your work define the tools you use**
Ask yourself 'does this help us to work effectively together on our aims?'

Creating change that lasts

Enhancing our clients' skills and capability is built into everything we do. Not only does this ensure the projects we work on will fly long after we've left, but it maximises value for money by enabling our clients to undertake future work without bringing in external help. In practice we do this through close partnership working, co-design and delivery and by sharing all our tools and know-how.

Our experience

Over the years we have been involved with a large number of Organisation Design projects including restructures, downsizing and other types of transformation. We have worked closely with internal practitioners, supporting them, sometimes behind the scenes, to deliver the best possible result, typically in circumstances that are complex, ambiguous and politically challenging.

We start with our proven approach and innovate to respond to our client's unique context.

We have helped:

- ▶ a leading global NGO to move to a networked model, designing new strategic frameworks, matrix structures and shifting ways of working
- ▶ a government agency to redesign the finance, procurement, IT and security functions to reduce cost, digitise its services and strengthen its culture
- ▶ the CEO of a leading company in its field to develop a new structure and Board roles to align to the organisation's new strategy and future business model
- ▶ the Executive Committee of a government department on the delivery of a Target Operating Model

About Mayvin

Mayvin is a specialist organisational consultancy founded in 2010. We are based in the South East of the UK and work globally.

Mayvin believes that today's organisations are inherently complex and challenging. We make organisations more successful, by helping them confront this complexity, take control and deliver lasting change. We have created an approach designed around the principle of building deep human connections to achieve outstanding organisational outcomes.

We are regularly called upon as faculty for some of the well-known providers in leadership and Organisation Development, such as Ashridge Hult and the NHS Leadership Academy. Our recent clients include the UK Civil Service, Guy's and St Thomas's NHS Trust, Sodexo, Plan International, Surrey County Council and King's College London.

Do get in touch! Whether you are looking for support or just want to share your latest thinking, we'd love to hear from you.

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