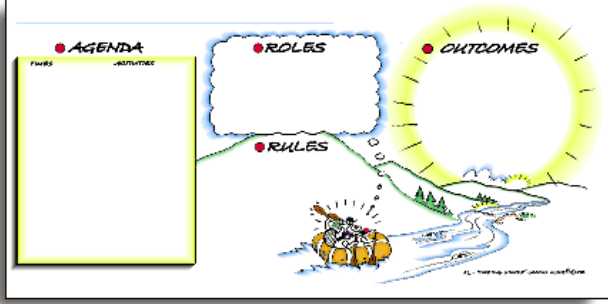
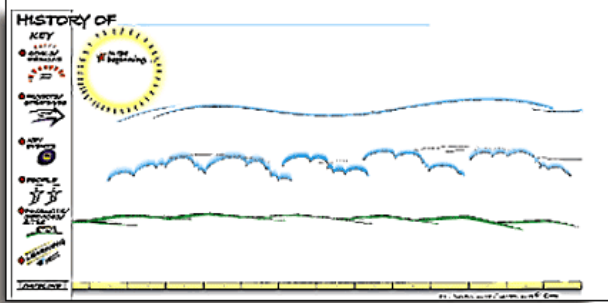
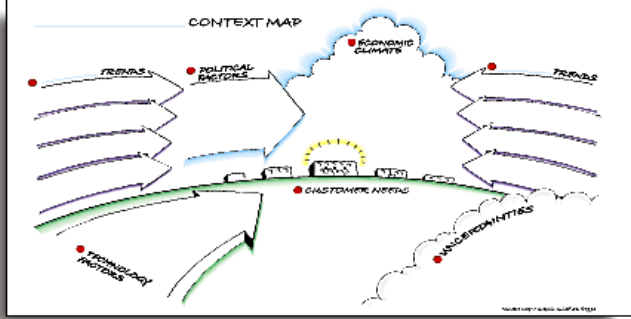
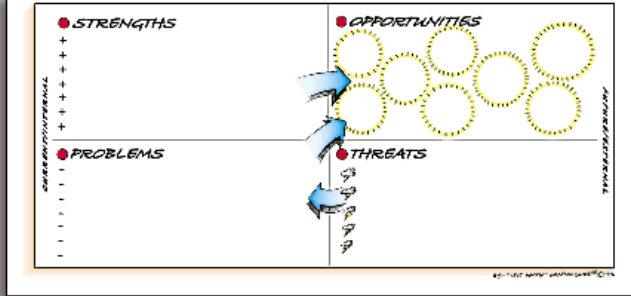
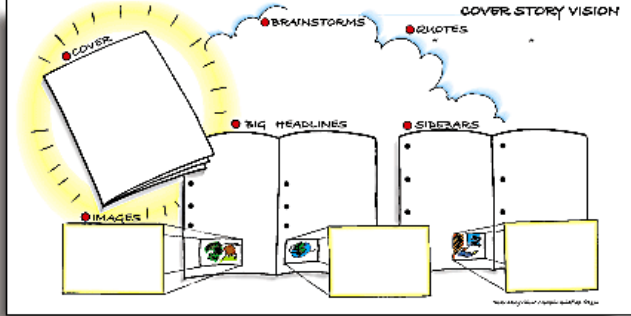



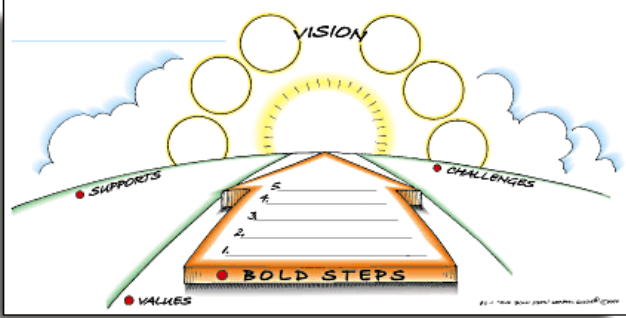
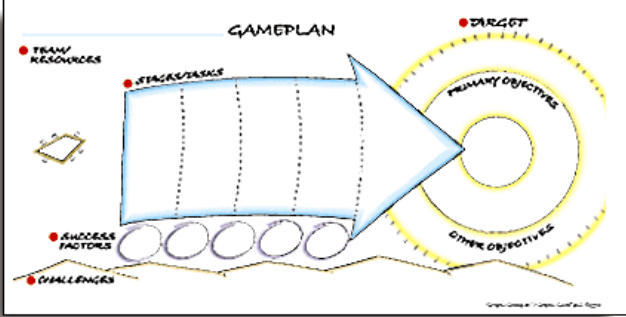
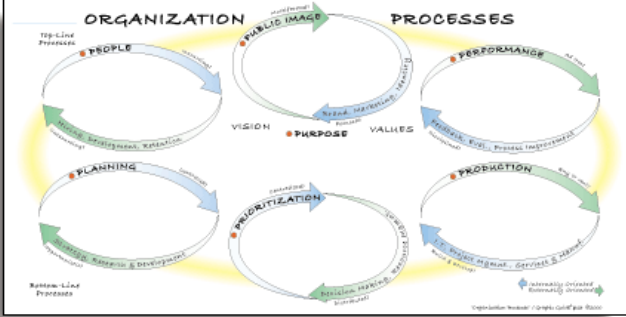
# Organization Design Process

Timing	Stage & Maps	Steps	Description
	<b>Stage 1: Preparing for the Journey</b>		
		<b>Identify issues</b>	I.D. what needs alignment, vision
		<b>Understand scope &amp; responsibilities</b>	enroll stakeholders in benefits, agree roles
		<b>Create design team</b>	core team with diversity of ideas/functional responsibilities
		<b>Review Organization design process</b>	what is involved
		<b>Design process</b>	meetings and deadlines
		<b>Map process</b>	scope, major steps, checking points, participants
<b>Meeting # 1</b> 2 hours		<b>Kick-Off meeting</b>	design team understands why, communicate proposed design, clarify expectations
	<b>Stage 2: Exploring and Learning</b>		
<b>Meeting #2</b> 6 hours		<b>Create history map</b>	organization's history to see long term changes and connection between challenges and accomplishments
		<b>Identify values and core competencies</b>	what makes us unique, competitive

# Organization Design Process

		<p><b>Create context map</b></p>	<p>what markets, customers, stakeholders, regulators, competitors say about us</p>
<p><b>Stage 3: Finding Common Ground</b></p>			
<p><b>Meeting #3</b> 2 days</p>		<p><b>Identify strengths, problems, opportunities, threats</b></p>	<p>understand how near past (strengths and weaknesses) links to near future (opportunities and threats)</p>
		<p><b>Benchmark</b></p>	<p>understand other successful organizations</p>
		<p><b>Share Leadership Visions</b></p>	<p>determine functions' impact on Company strategies and how work relates to them</p>
<p><b>Stage 4: Opening to a Vision</b></p>			
		<p><b>Envision compelling futures</b></p>	<p>create cover story vision by imagining a future time, the results achieved and the characteristics and behaviors of the organization that inspire amazing results</p>
		<p><b>Agree on key vision elements</b></p>	<p>determine core elements of organization's vision that the team can work with</p>

# Organization Design Process

	<p><b>Stage 5: Creating Strategies</b></p>		
<p><b>Meeting # 4</b> 1.5 – 2 days</p>		<p><b>Identify strategic objectives</b></p>	<p>identify bold strategy steps to support vision theme</p>
		<p><b>Create strategic game plan</b></p>	<p>create high level road map for moving forward toward bold strategies working within a 2-3 year horizon</p>
	<p><b>Stage 6: Evolving Systems</b></p>		
<p><b>Meeting # 5</b> 1.5 - 2 days</p>		<p><b>Develop business processes</b></p>	<p>develop work processes necessary to achieve bold strategies</p>
		<p><b>Design organization for action</b></p>	<p>determine what roles are needed in the organization to achieve bold strategies</p>
			<p>determine which skills are necessary for the organization to succeed</p>
<p><b>Internal Work</b> 1 day</p>		<p><b>Putting it together</b></p>	<p>design the organization structure to address needed roles</p>
			<p>determine current skills and gaps</p>
<p><b>Internal Work</b> 1-2 weeks</p>			<p>write job descriptions, evaluate compensation and place people in jobs</p>
<p><b>Internal Work</b> 2 months</p>			<p>fill jobs where there are gaps</p>

# Organization Design Process

	<b>Stage 7: Living Vision in Action</b>		
		<b>Create early wins</b>	Generate early wins and communicate them
		<b>Support organizational learning and continuous improvement</b>	head into new territory without all the answers. Learn as we go.
<b>Internal Work</b> <b>1 day</b>		<b>View strategic planning as process, not product</b>	evaluate progress and renew. Adjust vision/strategies and organization as needed.
<b>Total Meeting Time</b> <b>6 - 7 days</b> <b>(over 2 – 3 mo.)</b>			
<b>Internal Work</b> <b>2.5 mo.</b>			