

STRATEGIC CHANGE THAT WORKS

A 5 step approach to successfully delivering strategic change

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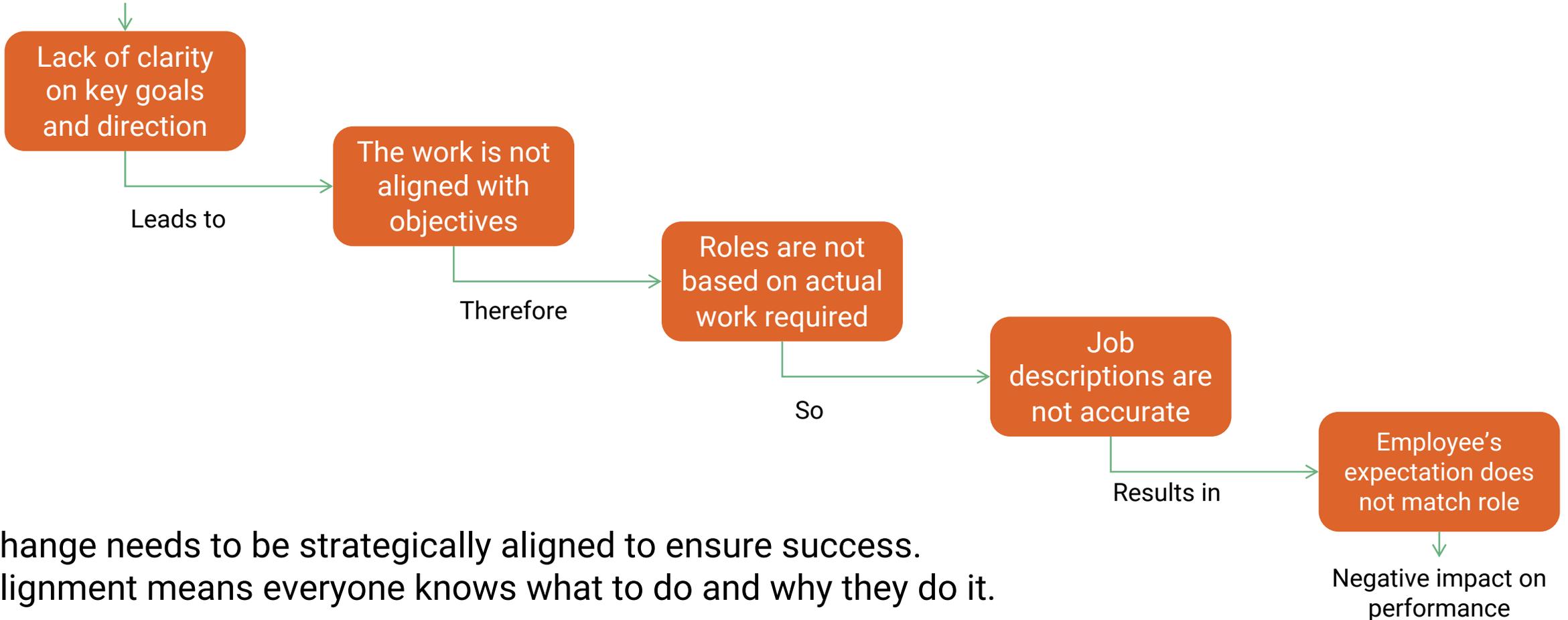


Businesses need to be agile to survive the pace of change in which we operate today.

Make change a capability by ensuring alignment between strategy, your people and your ways of working.

STRATEGIC INITIATIVES ARE RARELY ALIGNED WITH WHAT ACTUALLY HAPPENS

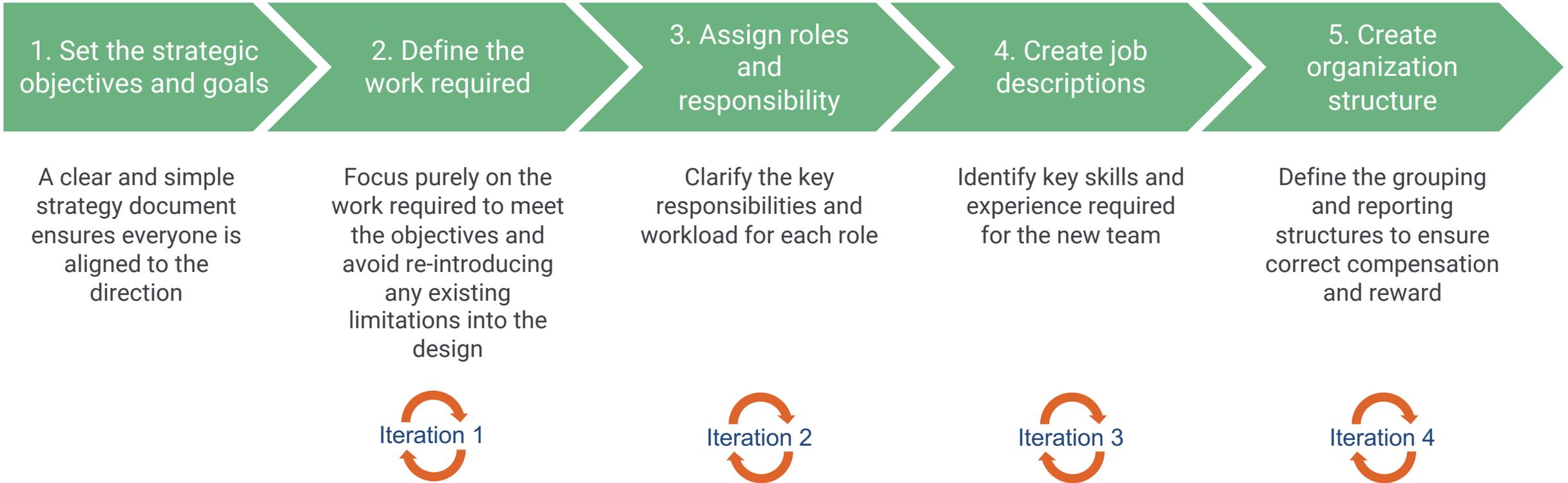
A change is required to improve performance



Change needs to be strategically aligned to ensure success.
Alignment means everyone knows what to do and why they do it.

5 STEP SOLUTION

An iterative design process that ensures a clear line of sight between the organization's objectives, the work required to meet them and the team needed to deliver it. Provides clarity of roles and responsibilities.



PROJECT OUTPUTS

At the end of this 5 step approach the team will have created:

1

Work Map

Describing the key areas of work required to meet the strategic objectives of the organization

2

Job Descriptions

for each member of the new team including key responsibilities, tasks, skills and experience

3

Org Chart

The structure of the new organization including the teams and reporting lines

With these deliverables you can:

Prepare the Budget

Accurate and strategically aligned job descriptions provide details for identifying industry standard compensation packages.

Build a Business Case

Create a compelling and thorough business case for change. Demonstrate the rigor of the designs and the line of sight between strategic objectives and organization structure.

Develop the Team

Use job descriptions to understand the skills gaps in your existing team. Create a development plan to train the team and/or hire new talent.

Create an Implementation Plan

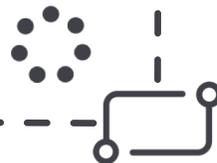
Plan the implementation of the new organization comparing the future state to the current state. Phase the implementation of the work based on development and hiring dependencies.



Understand where you are today...

- What do your customers think about you?
- How are you positioned against your competitors?
- How does the team feel?
- What is your financial position?

Run surveys, interviews and perform competitive analysis to get a realistic view of your current performance.



And agree where you want to be tomorrow

- Your vision and objectives
- Financial targets
- Identify the key initiatives that will get you there
- Define the key measures
- Agree design principles

Run workshops to review the current position and agree direction and strategy.

1. Set the strategic objectives and goals

2. Define the work required

3. Assign roles and responsibility

4. Create job descriptions

5. Create organization structure

Set out your goals and objectives in a way that is clear and concise. You want everyone to pull in the same direction.



- Has it been communicated to everyone?
- Does it fit on one page?
- Is it prominently placed in the organization?
- Is it easy to find?
- Do people 'get it'?
- Can the team see the progress?
- Is it being updated and approved?

When you start the next phase of the process your team must be completely aligned on the direction and how progress will be measured.

1. Set the strategic objectives and goals

2. Define the work required

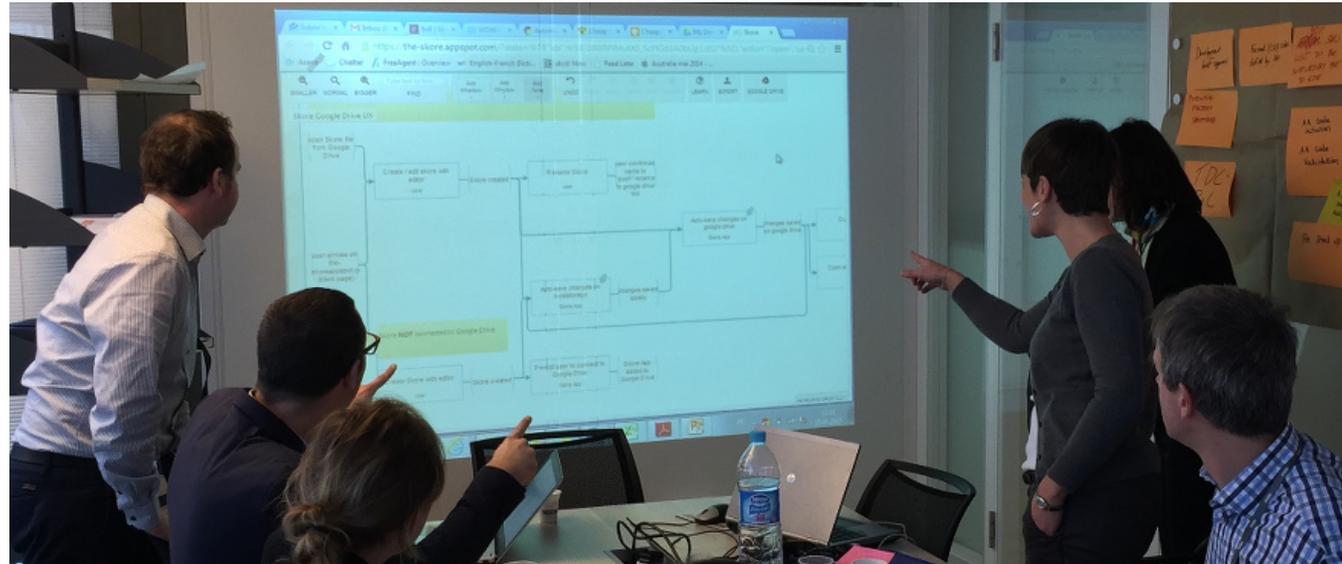
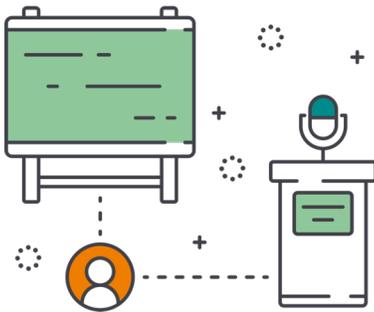
3. Assign roles and responsibility

4. Create job descriptions

5. Create organization structure

Start with a live workshop and capture the information directly into Skore making the screen visible to everyone:

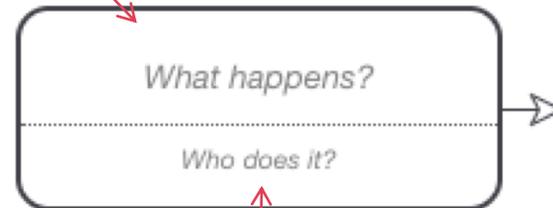
- Create a list of all the activities required to meet objectives
 - include anything the team can think of regardless of how high or low level it is
 - don't spend too long on the words and descriptions
- Group the work into logical groups
 - Activities that share similar outcomes
 - Provides context and helps understanding
 - Focuses the next phase of the work





Create an integrated model, or work map, to capture and describe all the activities. Using Skore makes it easy to create and analyze the model later on. Skore uses simple building blocks to help the team build the model.

Each box describes a unit of work (what happens)

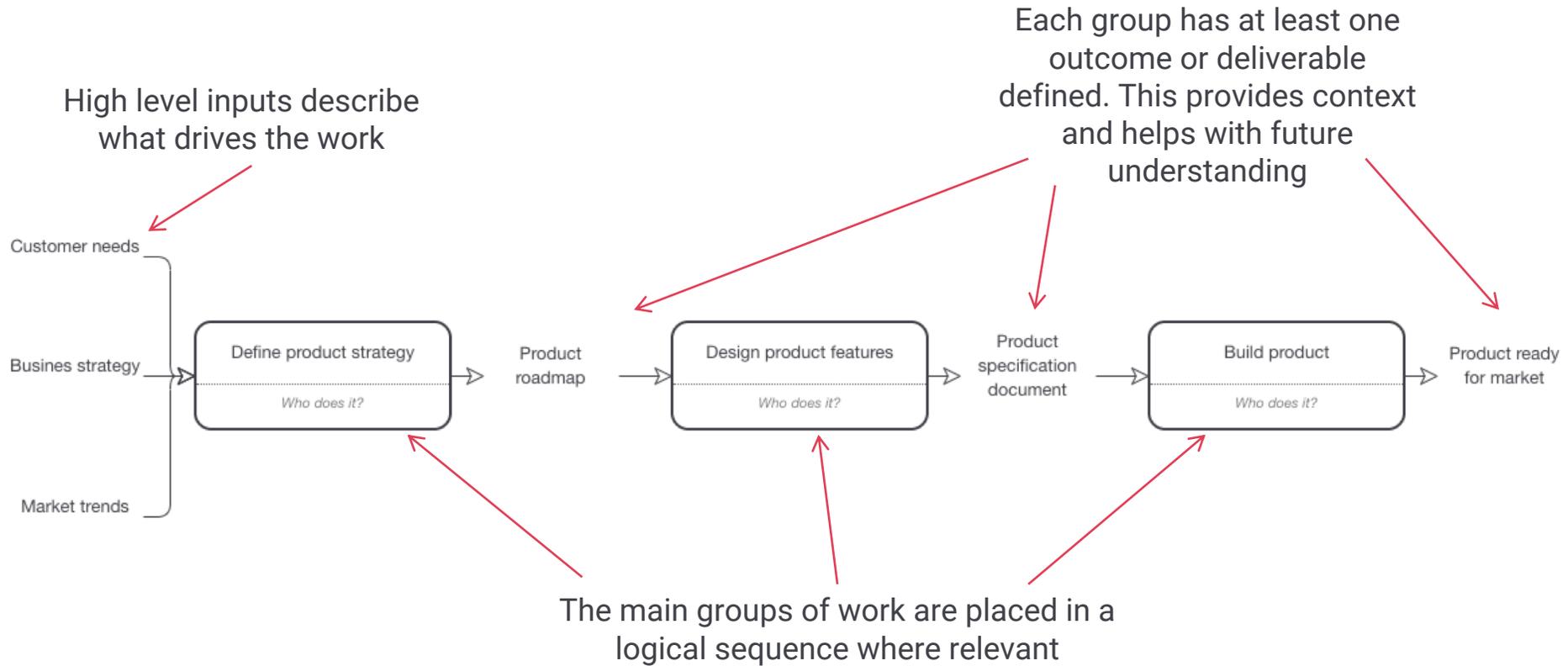


Every unit of work exists to produce an outcome, defining this ensures the work is adding to the overall objective and sets the context

Each unit of work will have roles assigned in order to identify who owns and/or does the work

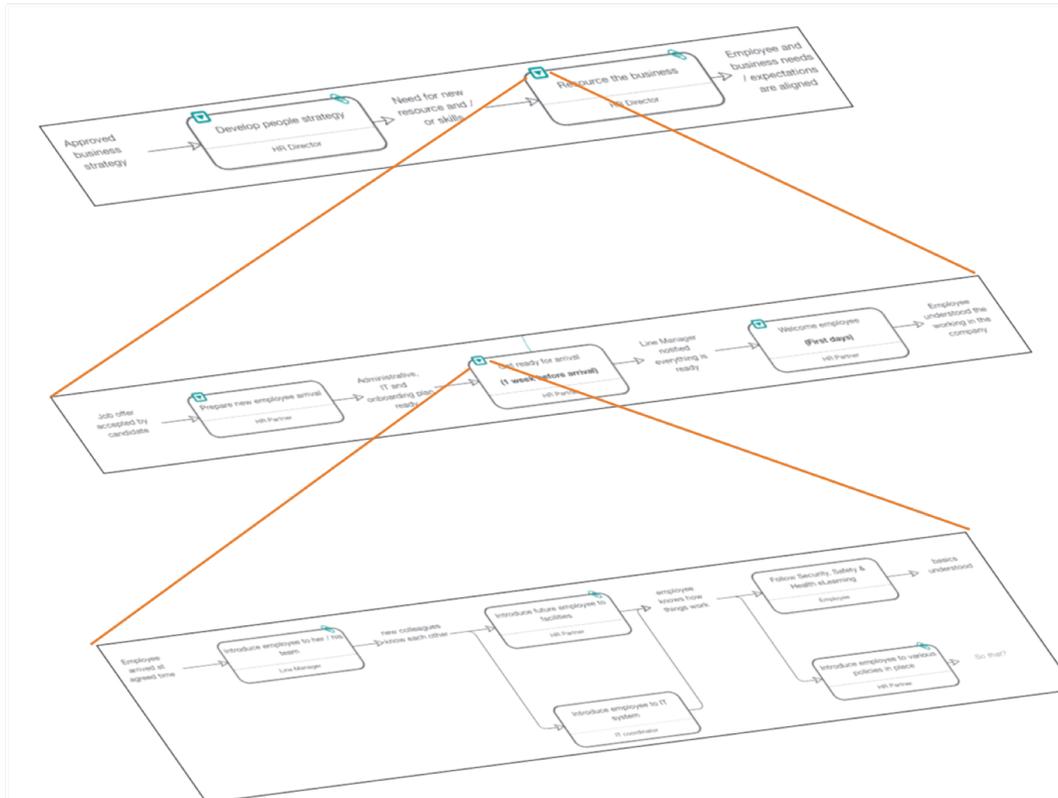


Add the activities identified in the first workshop to create the work map. Create sequential flows where relevant.





Deconstruct each unit of work into more detail in order to understand the main areas.



The main areas of work are described at a high level

Work units are deconstructed into more and more detail

Three levels are typical to describe the key roles and responsibilities



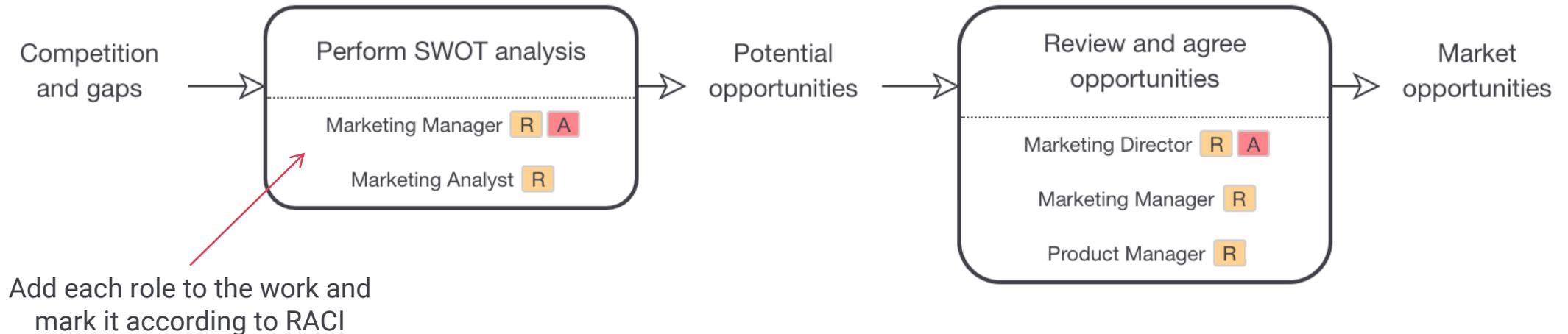
Tips and Tricks

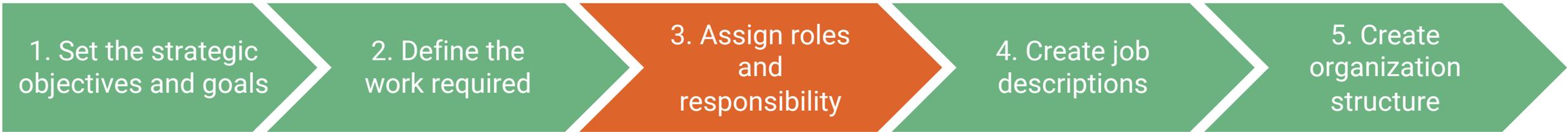
- Don't spend too long getting the 'right words', there will be several iterations to get this right
- Don't worry about duplication, this will be highlighted later
- Don't worry about process 'flows', it's more important to capture the work than the order it may happen in. The flows will emerge with each iteration
- Things will be missed out, they can be added later in future iterations
- Don't consider roles yet, this will only constrain the design based on current understanding of roles
- Don't go into too much detail, the team your are designing will decide the detail once it has been assembled. For now you only need to identify the key areas of work to deliver the strategy



Create an initial list of roles on a whiteboard or flip chart. Start assigning these directly to the work map using Skore. Update and improve the work in the work map as you go.

We recommend using a responsibility model, such as RACI, to ensure you capture the involvement of each role at this level.

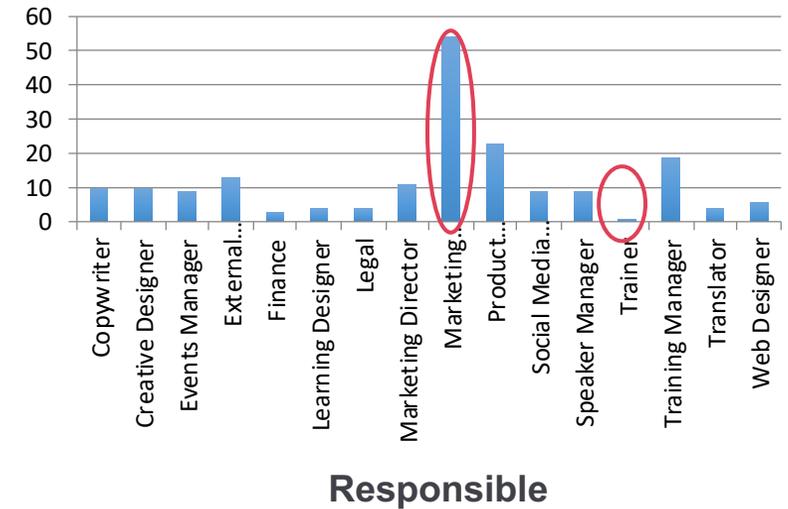
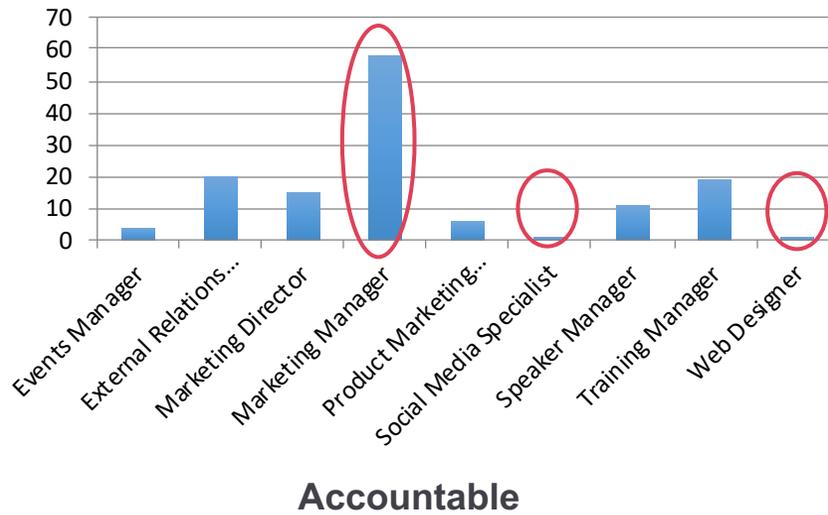




Create a RACI report using the report tab in Skore. Produce simple graphs based on the RACI assignments to in order to analyze the balance of roles across the new organization.

Focus on the outliers:

- Eliminate/merge those with few counts
- Redistribute those with high counts
- Create new roles where required





Create job descriptions using the Roles tab in Skore. Review each role as a group to determine the feasibility based on the work assigned. Identify relevant skills and experience. The role description will tell you what activities the role is involved in, what their responsibility level is and interactions with other roles.

Role description for Head of Marketing

Role name
Head of Marketing

Work activities

- Plan Campaigns **R**
- Report on Campaign **R**
- Write proposal **R**
- Formulate strategic direction **R**
- Design creative direction **A**
- Run Campaign **R**
- Distribute Asset to target **R**
- Review KPI's **R**

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Count of how often the role is assigned in the process

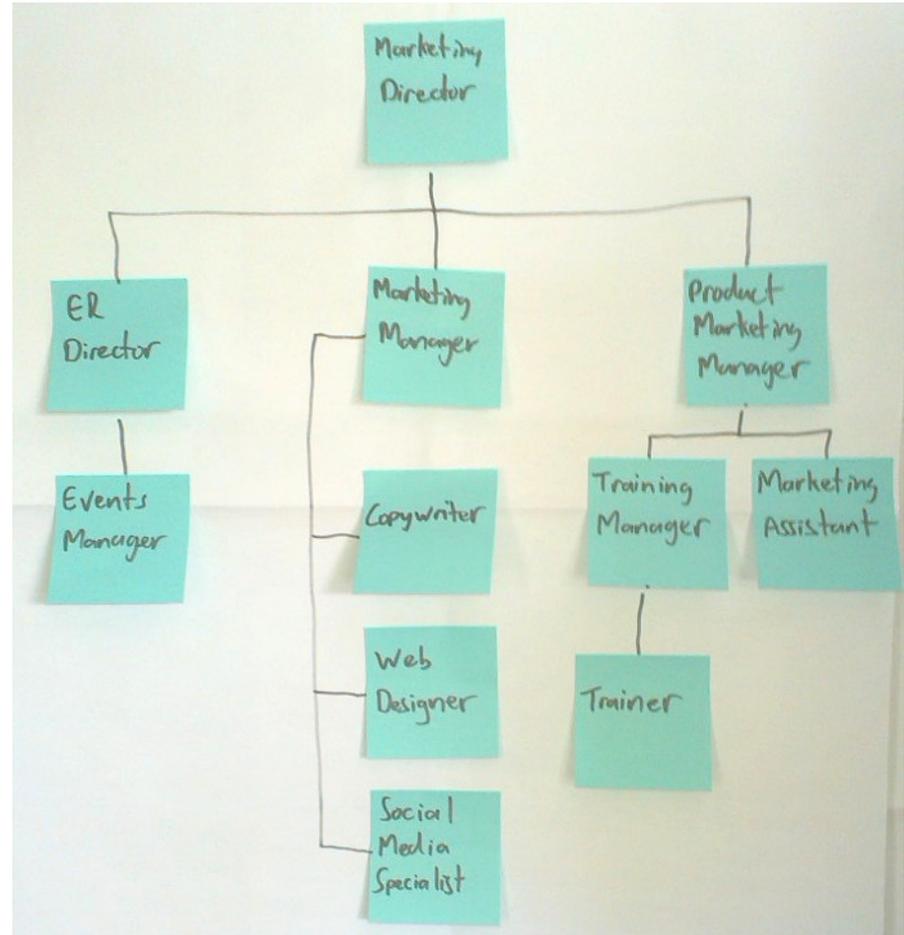
Activities for this role

Responsibility level at each activity



Organize the roles into a structure that makes sense based on the roles/jobs you have designed so far.

Update and finalize the job descriptions according to this structure.



CONTACT US



Learn more about Skore, Organization Design, Digital Discovery and Process Analysis:

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