



A Systems Alignment Model for Organizational Architecture: Design, Diagnosis, & Change

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Agenda



- **A word about our field-Organization Development & Design**
- **Current Context Drivers**
- **A Practice Theory**
- **Organization Architecture**
- **Strategic Organization Alignment Model**
- **The Components**
- **Concept of Alignment**
- **Model Uses in Guiding Practice**



Our Field

- ▶ Focus has long been on how to create/develop *healthy and productive organizations*
- ▶ Through the *study of organizations* as:
 - ▶ Systems
 - ▶ Workplaces that produce results
 - ▶ Organisms that drive the organization purposes
- ▶ And through understanding how they can be *designed, developed & changed* (human, technical, structural, operational, financial, etc.)
- ▶ Over the years, the *behavioral and organization sciences* have informed:
 - ▶ This practice
 - ▶ It's socio and technical nature
 - ▶ The people and processes needed



Current Context Drivers

- ▶ **The world organizations now live in has changed tremendously**
 - ▶ **Speed, breadth and depth of changes**
 - ▶ **With numerous implications for what organizations do and how they operate**
 - ▶ **Global expansions, diversifications & economics**
 - ▶ **Changing demographics of workers, customers & markets**
 - ▶ **Disruptive technologies affecting everyday life and how organizations work**

All driving more rapid needs for *strategic organization designs and changes!*



A Practice Theory

- **With the benefit of organization studies and change theories coupled with years of practice designing and changing organizations, one can develop a practice theory that guides and helps to explain the work with organizations**
- **Based on previous models and research from major contributors*, yet different in how nuances show up and practitioners understand & can work with**
- **Theoretically informed and practical in use**
- **This model is truly derived from informed practice**

* For example: Weisbord, Galbraith, Nadler & Tushman, Burke, Katz & Kahn, Leavitt



Organization Architecture



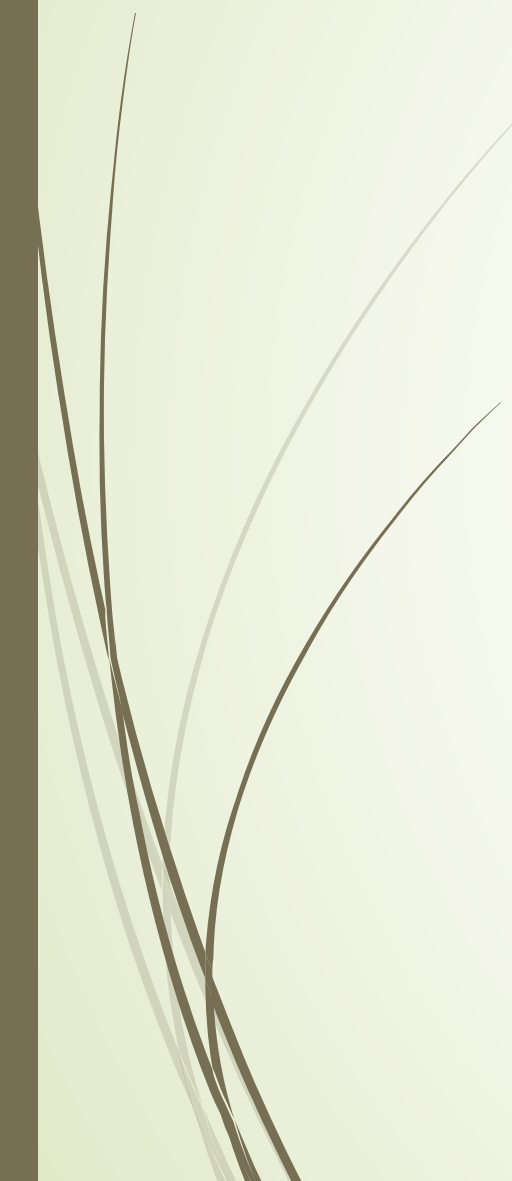
- **Architecture creates the frame, vision, boundaries, base platform, main components, core relationships and functionality of the organization**
- **It starts at the 10,000 foot level and can guide the drilling down to ground level detail**
- **With organization architecture you can bring concepts and phenomena to life**
- **The model provides levers for use in design and change**
- **A system of core components with inter-relationships that drive purpose & functionality**
- **Provides intentionality for design, development and change**
- **Keeps *whole* in focus while working on *parts***

Strategic Organizational Alignment





Concept of Alignment

- ▶ **Interdependent components working together; in sync**
 - ▶ **Mutually reinforcing & supporting**
 - ▶ **Working consistently**
 - ▶ **Intentional joint focus across system**
 - ▶ **Coordinated actions leading to desired outcomes**
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Alignment at Critical Levels

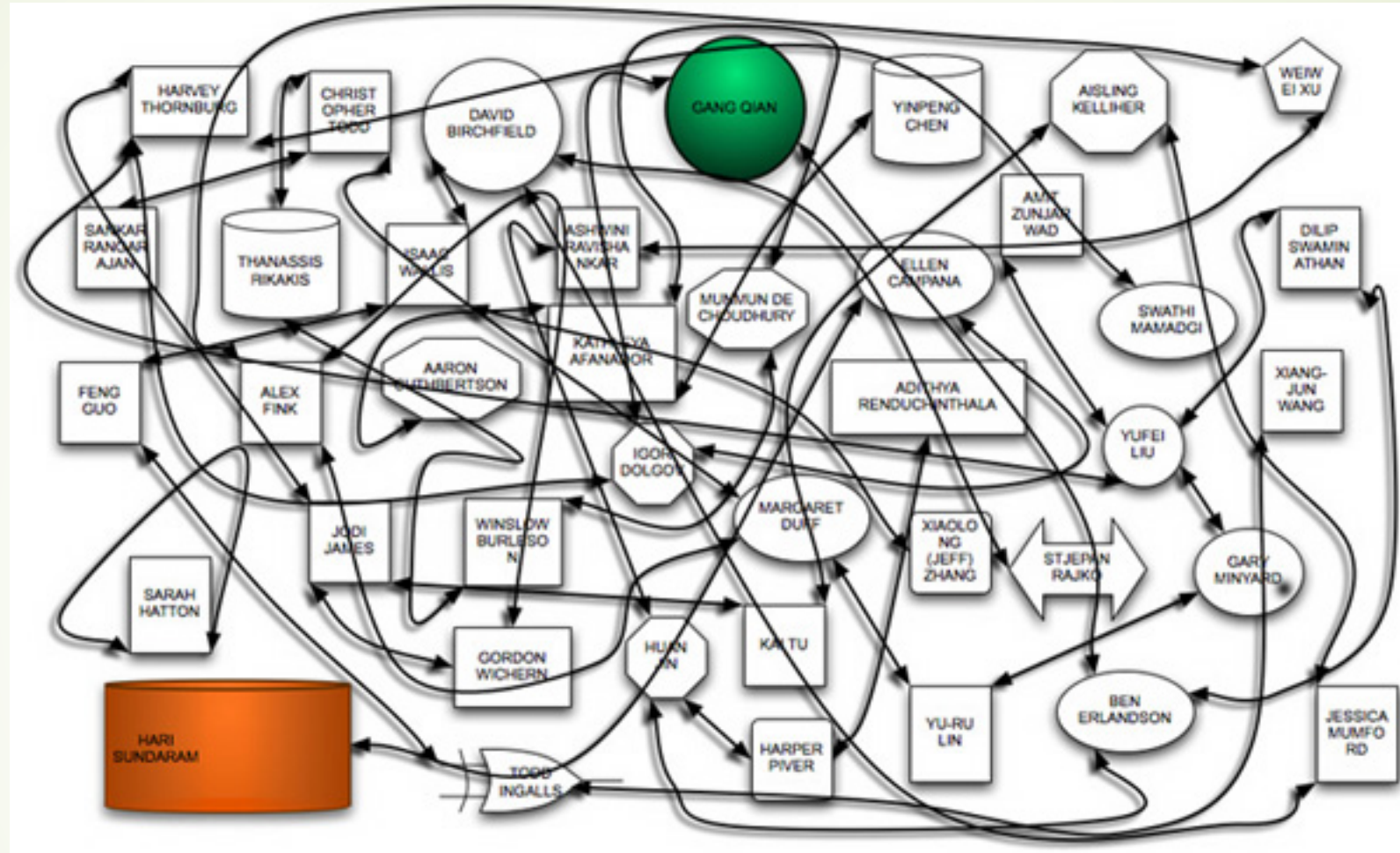
- ▶ **Organization Mission with Environment**
 - ▶ **Organization Strategy with Mission & Organization Design**
 - ▶ **Behavior with Strategy and Organization Design**
 - ▶ **People with Mission, Strategy, Vision & Values**
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Common Organization Mis-alignments

- ▶ **Organization-Mission-Environment**
- ▶ **Mission-Strategy-Design (Structure, Culture, Systems)**
- ▶ **Among design components**
 - ▶ **Structure-Culture**
 - ▶ **Structure-Systems**
 - ▶ **Culture-Systems**
- ▶ **Strategy-Design-Behavior**

These supply places to look when things are not working as desired



Every organization is perfectly designed to get the results it's getting

Hanna



Model Uses

- ▶ **Design**

- ▶ Intentional, inclusive designing of each component & their relationships
- ▶ Move across components back & forth, to adapt and build connections
- ▶ Test functionality
- ▶ Repeat

- ▶ **Diagnosis**

- ▶ Understand what's not working well
- ▶ Understand mis-alignments and t consequences
- ▶ Trace poor results to functions of organization design or mis-alignments



Model Uses

- **Change**
 - **Identify different levers to initiate desired changes**
 - **Create simultaneous actions to re-align**
 - **Engage the right people for needed changes**

**AT SOME TIME IN THE LIFE
CYCLE OF VIRTUALLY EVERY
ORGANIZATION, IT'S ABILITY
TO SUCCEED IN SPITE OF
ITSELF RUNS OUT**





Questions



Thank you!

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