



GO Global Organization
Design



Readings in Global Organization Design
2009 Conference Proceedings

Kick-Start for new CEOs
By Enhancer Consultants

Article #09-10-28-2b-3

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Looking for new business

- We all need new business
- We all need to appear in the right context
- We all need to meet and exceed customer expectations

Looking for new business

- Developing a large enough network and prospect list
- Invest in client/prospect knowledge about our approach
- Information update on prospect list
- Major change = Opportunity

Breaking News

- **“The new CEO at (Company X) will have a tough and challenging call to master the upcoming pressure on the stock”**
- The new CEO Mr X says – ”I see a great potential in the future of the company – right now we have to take some decisions to be able to excess the full potential of the product range in our developing markets”

Situation – new CEO

- New direction from board
- Request for speedy process from CEO
- Request for early results internally/externally
- First focus – Management team readiness level
- CEO need relevant and broad perspective regarding the situation from the organization
- Acceptance for change from the organization
- New organizational set up within 12 months.
- Right first time

“Kick start for new CEO”

– Workshop

- Funnel information through brain storming or small group discussions regarding the future context in a longer term perspective with Executive team/Board/experts regarding:
 - Technological trends
 - Stakeholder needs
 - Industry characteristics
 - Market positioning
 - Competitive situation
 - Product range
 - Organizational conditions
- Input to the general task for the company including quality standards for the task, i.e. turn over, KPI's

“Kick start for new CEO”

– Customer Feedback

Workshop

- Substantially improved and shared understanding of the strategic situation and the challenges
 - Opportunities balanced and prioritized
 - Risks clarified
 - Organizational needs identified
 - Platform for how to handle next steps

“Kick start for new CEO”

“What is the next step”?

(by now the client are starting to think “time span”)

“Kick start for new CEO”

– Time span analysis

- Selective or total organizational run through
 - Time span extant organization – roles, compression, gaps
 - Capability levels vis-à-vis roles – compression, gaps
 - Talent pool

“Kick start for new CEO”

– Time span analysis

Organizational design starting with the CEO

- New delegations setting the format for the new organization
- Formulation of General Task (what must be done long term) incl. short term actions, responsibilities and KPI's
- Further roll out in the organization

“Kick start for new CEO”

– Customer Feedback

Time span analysis and general task formulation

- Clarity in delegations vis-à-vis the strategy
 - Understanding levels
 - Understanding the organizational fit
 - Understanding “my role”
- Starting a positive process in the company

Is “Kick start for new CEO” working?

- Meet clients where they need us
- Start a positive process in the company
- High value for client
- Builds credibility and a relevant context for additional RO work



Thank you!



OUR PURPOSE

The Global Organization Design Society is a not-for-profit corporation registered in Ontario, Canada to promote the following objective:

The establishment and operation of a world-wide society of academics, business users and consultants interested in science-based management to improve organizational effectiveness for the purposes of:

Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.

Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources.

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