



GO Global Organization  
Design Society

**READINGS IN GLOBAL ORGANIZATION DESIGN**

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## IMPLICATIONS OF COMPLEXITY ON SUCCESS

by Andrew Ford

A presentation at  
**Designing the Smarter Organization**  
the Global Organization Design Society's 5th World Conference  
July 31, 2014 to August 5, 2014  
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Palisades, NY

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# Implications of Complexity on Success

For Salespeople & Entrepreneurs



## A Typical Request

**Help For One Of Our Sales Team**  
P [redacted]  
July 25, 2014 9:37 AM

You replied to this message:

Hi Andrew,

I hope you're well and enjoying the summer!

Andrew, I would like to know if you are interested in a coaching assignment for one of our sales team here at [redacted]? The individual specifically needs coaching in interacting with and dealing with the "C Suite" as opposed to contacts further down the org chart...

[redacted]

Kind Regards,  
P [redacted]

[Reply to message](#)


## The Challenger Sale

- The Challenger Sale: Taking Control of the Customer Conversation
  - Matt Dixon & Brent Adamson



## The Challenger

- Customers place the highest value on salespeople who:
  - Make them think
  - Bring new ideas
  - Find creative and innovative ways to help the customer's business.



## To Solution Sell

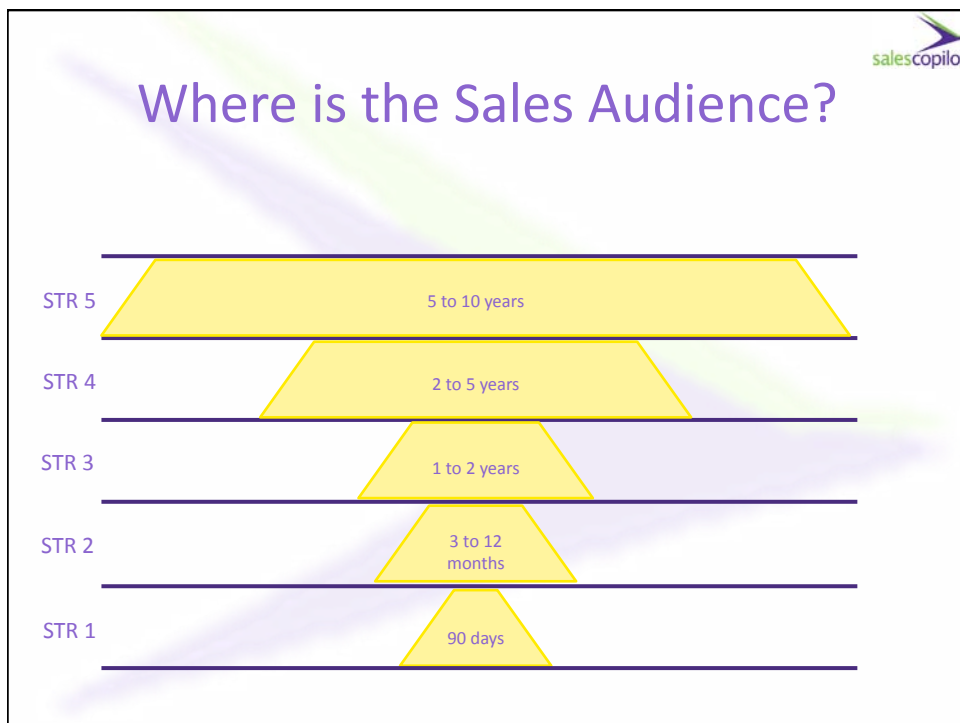
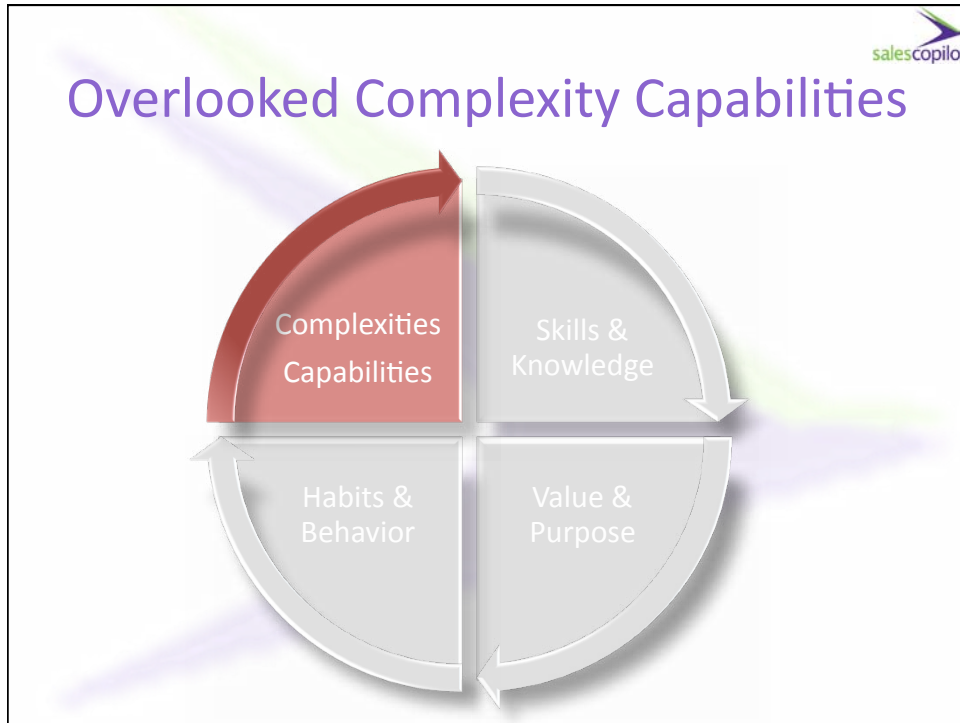
- You must understand what the customer wants to accomplish

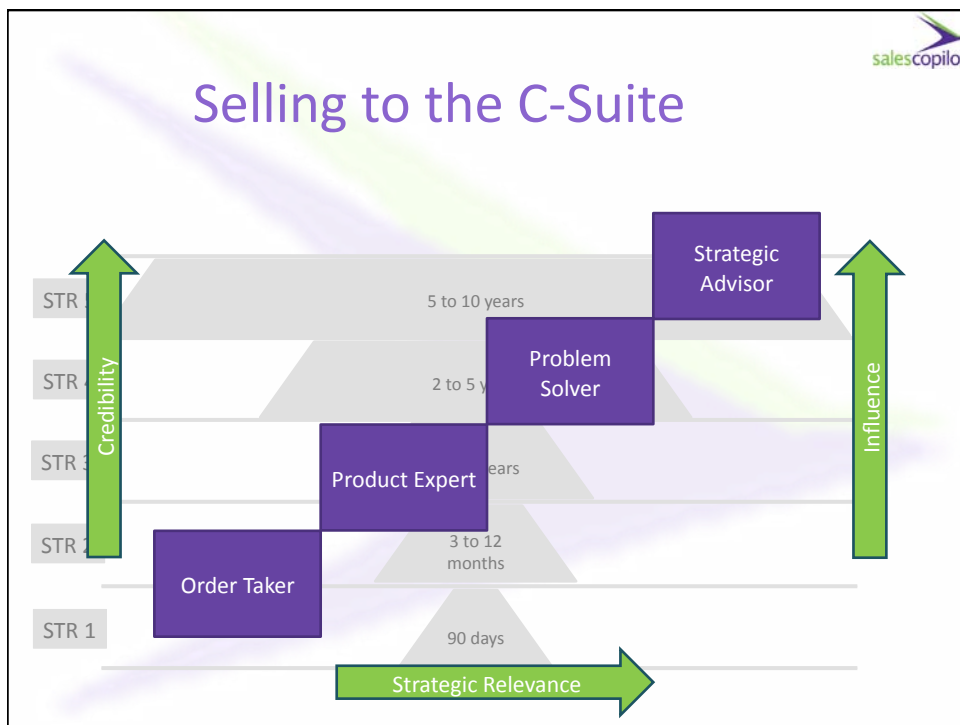
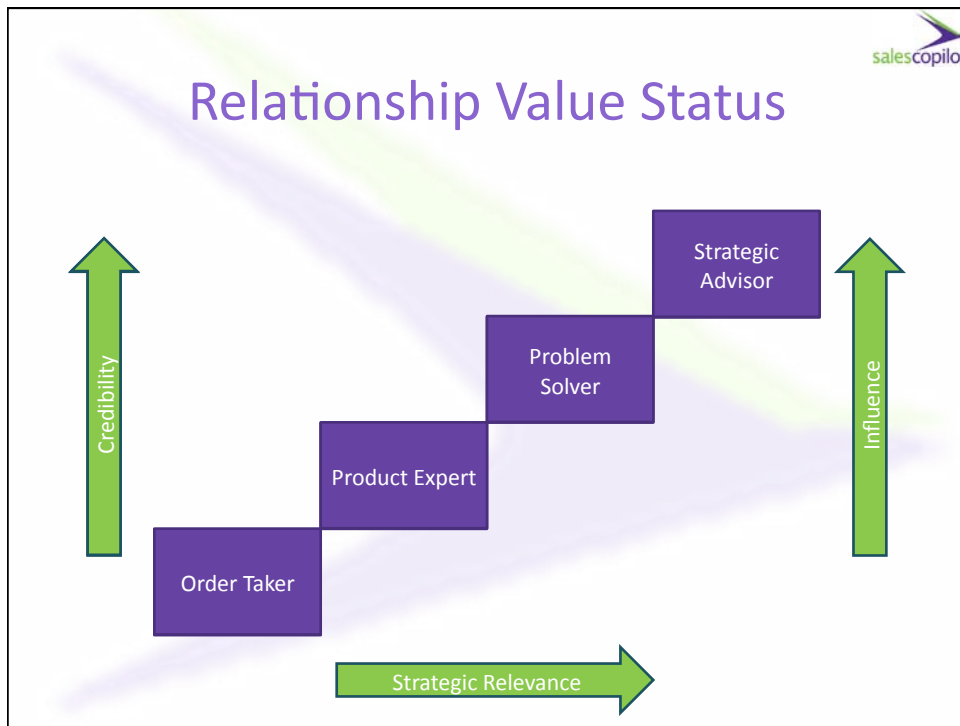


## Dimensions of the Perfect Salesperson



Complexities Capabilities	Skills & Knowledge
Habits & Behavior	Value & Purpose





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## Coaching Limitation

- You can't coach away a bad fit for a job.

**Help For One Of Our Sales Team**  
[Redacted]  
July 25, 2014 9:37 AM

You replied to this message:

Hi Andrew,

I hope you're well and enjoying the summer!

Andrew, I would like to know if you are interested in a coaching assignment for one of our sales team here at [Redacted]? The individual specifically needs coaching in interacting with and dealing with the "C Suite" as opposed to contacts further down the org chart...

[Redacted]

Kind Regards,  
[Redacted]

[Reply to message](#)

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## Concluding Assumption


- Salesperson must be within one stratum of decision makers in target customer

Complexities Capabilities


Skills & Knowledge

Habits & Behavior


Value & Purpose



## Entrepreneurs: First Things First




- External Pressure
  - Customer
    - Match CEO to Level of Target Customer
  - Market
    - Match CEO to Level of Market Impact



## For Example:

- ...much turns on your profile...
  - If you are V, what you said about doing four or five deals over a decade and a half makes much sense.
  - If you are a VI, the option expands to taking the lead on creating an industry in the private equity market place based upon the application of RO





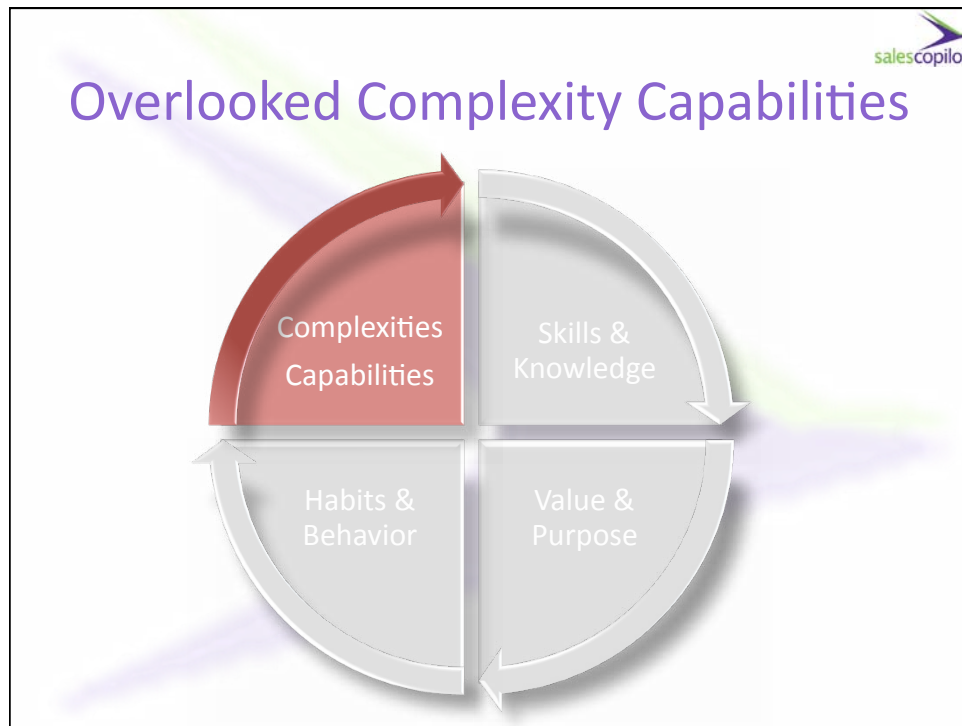
# Infant Mortality

RO Assessment is Preemptive



## *Are We Growing or Just Playing?*

<b>The Dragon's Den Dilemma:</b>	<b>Final Thought</b>
<ul style="list-style-type: none"><li>• Control or Growth?<ul style="list-style-type: none"><li>– Control: "Mine, mine, mine!"</li><li>– Growth: "Recognition of need for right person in right role"</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Appetite for Objectivity of RO is indicative of stratum level...</li></ul>



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The diagram shows three interlocking gears. The top gear is labeled 'Value', the bottom-left gear is labeled 'Asset', and the bottom-right gear is labeled 'Growth Engine'. Arrows indicate a clockwise flow between the gears.

**ACADEMY**

- Growth Engine
  - Active Support of Early Stage Growth
  - Enhancing Management Capabilities Fast
- Sales CoPilot Academy
  - Embedded Sales Training & Coaching via the Cloud
  - Creating significant long term sales team ROI



# GO Global Organization Design Society

## GO SOCIETY PURPOSE AND VALUES STATEMENT

To support the organizing of work in a responsible, fair and healthy manner in which people are led in a way that enables them to exercise their capabilities.

The Society believes this requires applying a systems framework\* emerging from reflective inquiry in which levels of work and capability are the initial paradigm and growth in human awareness is the essential process.

The benefits are organizational effectiveness, fulfilled people and organizations designed for value-creation, sustainability and social well-being.

*Note: inspired by the work of Wilfred Brown and Elliott Jaques*

The *Global Organization Design Society* was founded in 2004 to establish and operate a worldwide association of business users, consultants, and academics interested in science-based management to improve organizational effectiveness.

The GO Society fulfills its purpose by:

- 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. The GO Society supports the learning and development of current and future practitioners by holding world conferences and professional development workshops, publishing books and a journal, and maintaining a resource-rich web site with related articles, monographs, books, videos, blogs, discussion groups, and surveys.

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