

*Truth.* No leader succeeds alone.

*Action.*

# Get Help

Build a board. Retain experts. Get a coach.

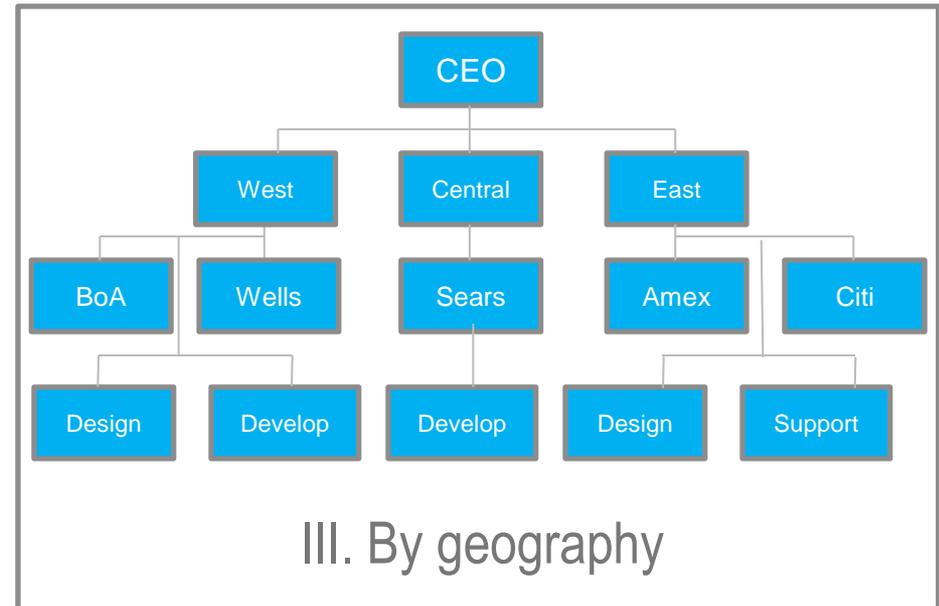
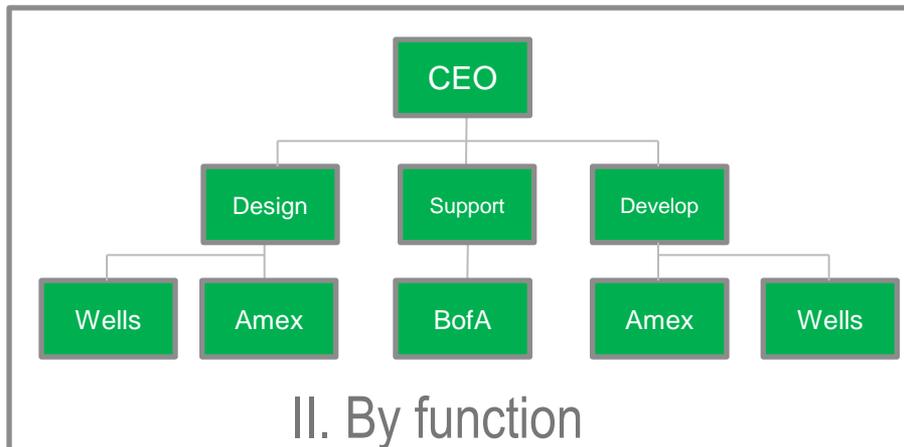


# Organization Dilemma

# An Organization Dilemma

- **Background:**
  - A practice helps banks increase productivity in their credit operation
  - The number of people working has grown from 25 in '08, to 50 last year, to 100 now
  - The leader can no longer keep up with everything and needs to delegate
- **There appear to be three ways to carve-up responsibilities (see next slide)**
  - Put those responsible for customers in charge
  - Put those who supervise what people do (consult, design, develop, install, support) in charge
  - Put a person in charge of customers and what people do by region
- After reviewing the three options with staff, peers, bosses, family, and friends the leader has arranged a meeting with a prestigious organization development consultant to find out once and for all which course to follow
- **The reach:**
  - To start their meeting the leader presents the background and a detailed organization chart for each option and talks through the pros and cons of each
  - After about 40 minutes she closes by saying she knows she is close to the answer but can't quite put her finger on it and just needs a little help to nail it.
  - She ends by asking: *“Which of these is the right one and the one I should roll out?”*

## Alternative Organizations



## Discussion:

- How would you answer as the outside consultant and why?
- Review what the OD professional actually said:

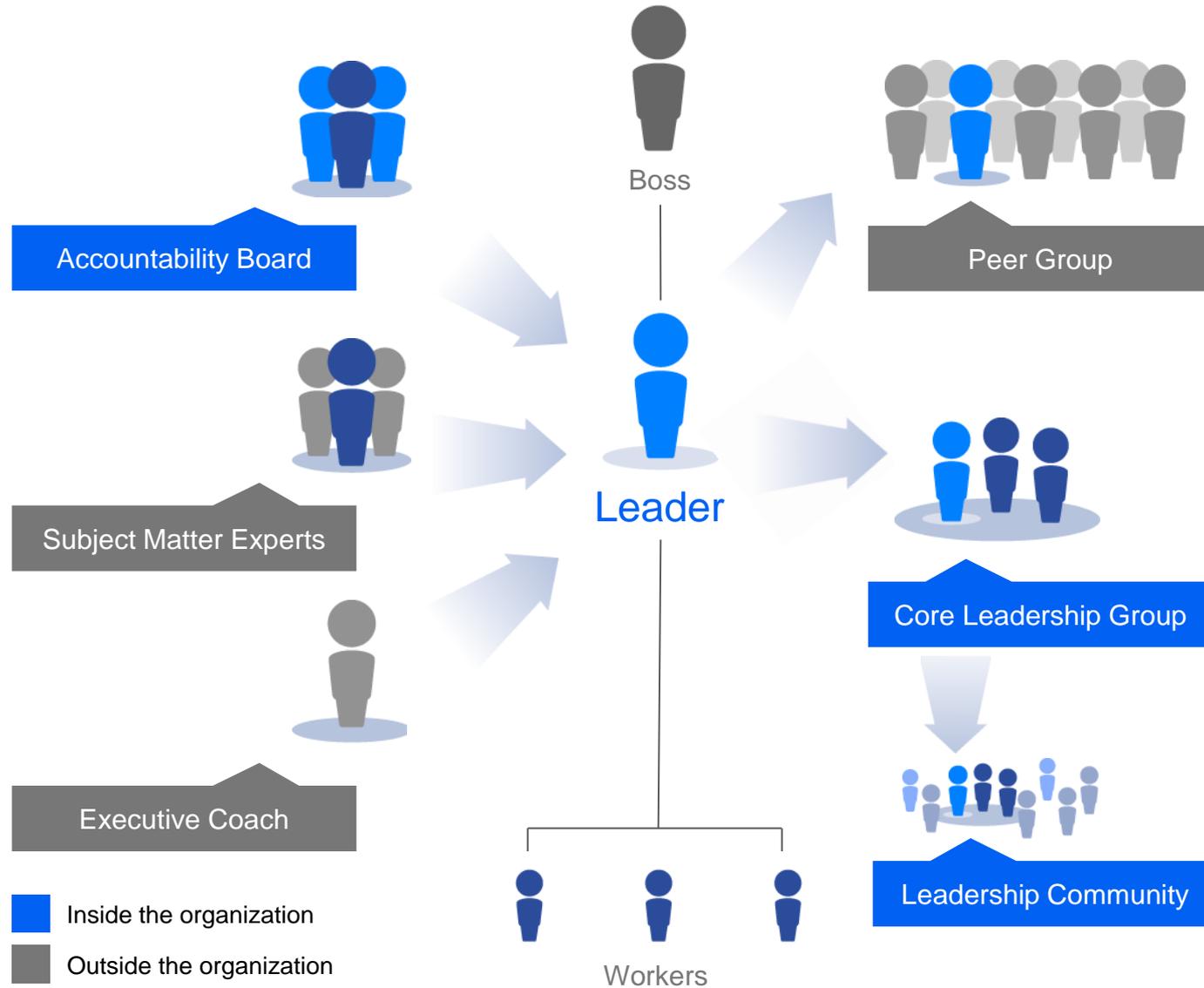
<p>There Is No One Right Organization</p>	<p>The organization that will work is the one a group decides to make work, after much study and debate, despite its flaws. It is easy to make any organization fail. It is harder to make one work. The group that bands together to design its own future and that then signs up to make it work every day in the field of play is the one that is most on track to success.</p>
<p>Organizations Change Slowly</p>	<p>It is often better to make small moves than to make wholesale changes. Organization change is hard on people. It helps to go slow, and to keep everyone clear about what is going on, why it is going on, and what is needed from them to succeed.</p>
<p>No Organization Is Forever</p>	<p>Each organization is just one step along the way to the next. When an organization is put in place, it is a good time to also think about what might be next because it won't be long before adjustments will be needed to stay on track to success. The best organizations develop a core competence at constant change.</p>



## Discussion Questions

- What might a leader learn from this advice?
  - There are things the leader didn't know
  - There are ways for the leader to find out what s/he does not know
  - It is ok not to know everything
  - S/he can behave now in full knowledge and does not have to give credit to anyone for that knowledge
- How might this input have changed the leaders life?
  - Better at getting and seeking input
  - Enlightened on an important element of organization dynamics, development, and evolution
  - Increased instinct to seek help
  - Now appears smarter and better informed to her team
  - Looks and behaves more like a leader
  - You never know when you are going to get gold (so always be open to it when it comes along)

# Support Structure for Success



Arrange an operating framework of outside support from an accountability board, advisory board, and personal effectiveness coach.

Commune regularly with a group of outside peers to provide perspective.

# Thank you.

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