

Start From Scratch

How to build a winning organization and unleash human potential



One thing is almost certain:

In the future there will be not one kind of corporation but several different ones

Peter Drucker

Will the Corporation Survive?

The Economist, November 2001

The world has changed significantly since the inception of the modern corporation, and even more so since the rise of paternalism as the dominant leadership model in society.

The command and control tactics of manufacturing and large-scale distribution work well in a predictable, continuous, segmented world. But things are different now. Over the past several decades, spurred by massive advancements in technology, the world has become progressively more volatile, uncertain, complex, and ambiguous (VUCA).

Traditional organizations are built to keep things the same, so they struggle in the VUCA world. If your business is struggling, consider starting from scratch with new approaches to organization that deliver better results for all stakeholders.



**Traditional
Hierarchical. Directive. Dependent.**



Creative
Reciprocal. Collaborative. Interdependent.

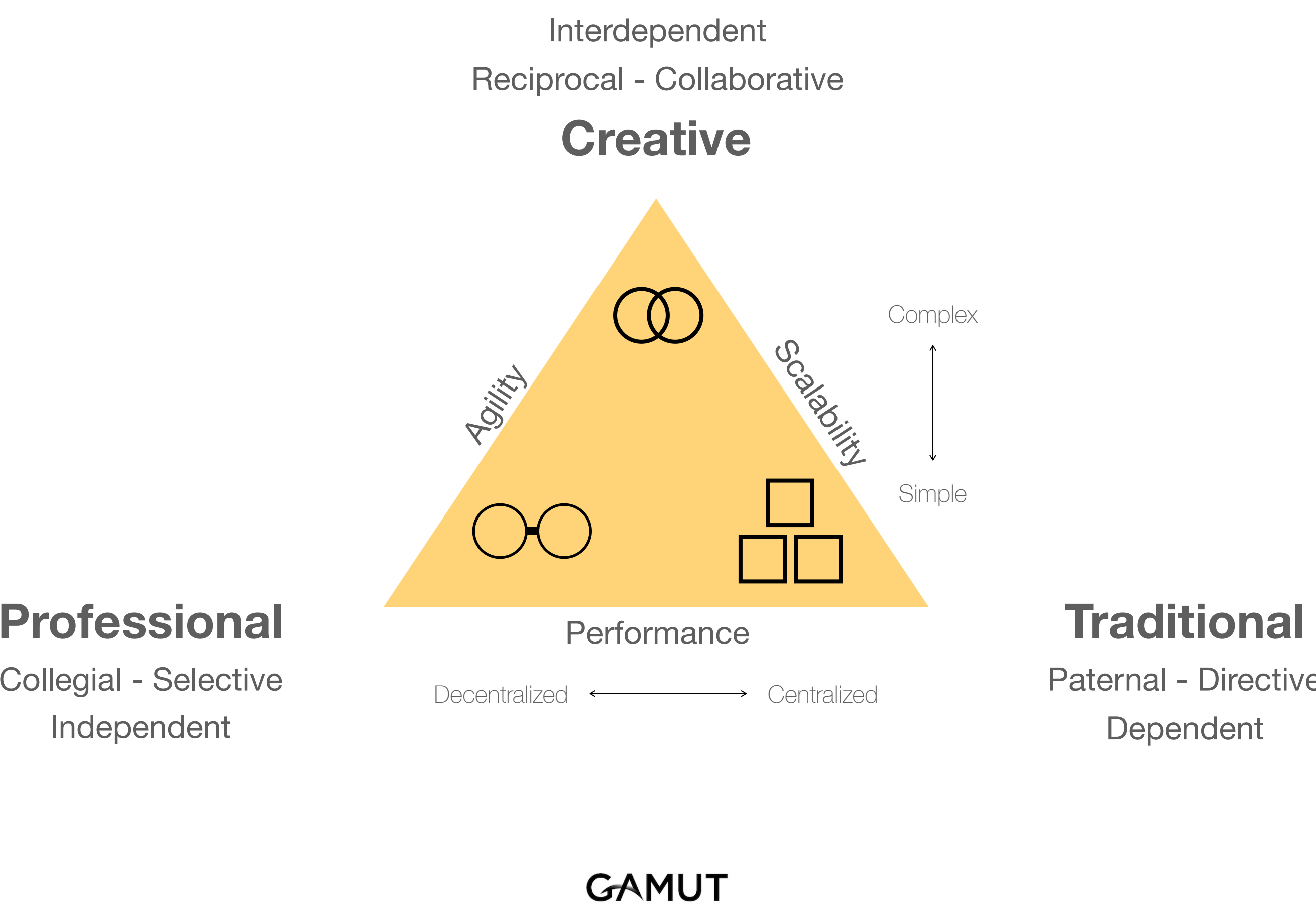
A group of four healthcare professionals, three men and one woman, are gathered in a clinical setting. They are all wearing white lab coats over blue scrubs. The man in the center is holding a clipboard and looking down at it. The woman to his right is also looking at the clipboard. The man to the left is looking at the woman. The woman on the far left is looking at the man in the center. They are all smiling and appear to be in a collaborative discussion. The background is a plain, light-colored wall.

Professional
Collegial. Distributed. Independent.

GAMUT

Gamut Organization Archetypes™

Just as plants and animals have unique adaptations to enable their survival in various environments, organizations can be purpose-built to thrive in their context. Traditional organizations excel at extracting commercial value from a known solution. Creative organizations excel at discovering customer value in VUCA contexts, Professional organizations are best at tapping a large body of expertise for answers to novel questions. Between and within those points there is an endless array of OD possibilities to match any situation, but unconsciously mixing parts can lead to confusing and conflicting behaviors that affect organizational effectiveness. New or evolving situations may demand a shift in type to keep a business on track.



Creative

Adept at managing the volatile.

Characterized by **reciprocal** relationships, high engagement, shared leadership and shared governance. Outcome orientation aggregates individual and collective value.

Standards:

Quality Effectiveness Adaptable

Traditional

Adept at managing the predictable.

Directed by positions of authority. Strong **hierarchical** orientation. Value flows to shareholders. Very efficient, execution by focus and control of variables.

Standards:

Cost Efficiency Stability

Professional

Adept at managing the unknown.

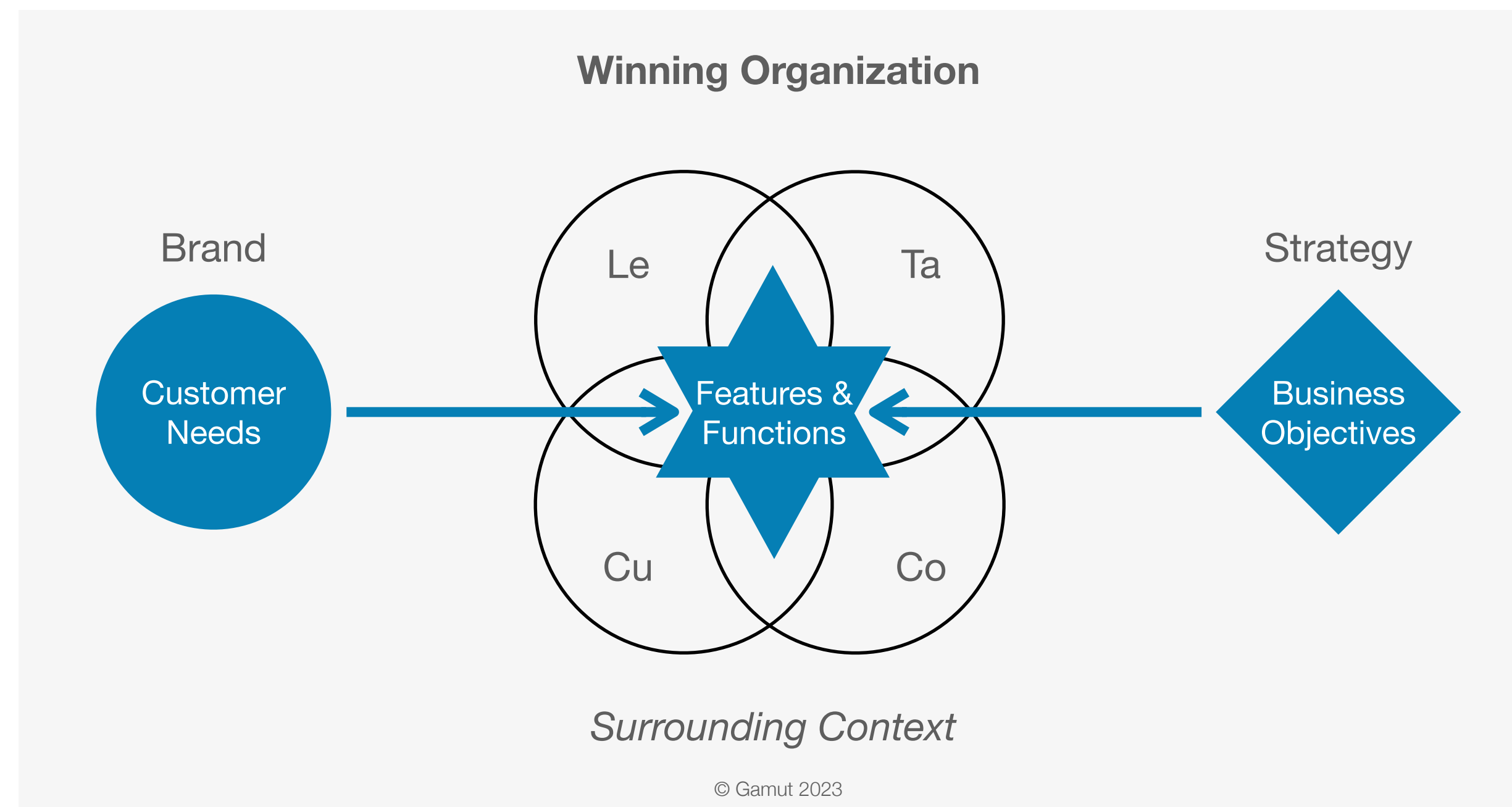
Strong **individual** orientation. Extremely flexible and fluid with little aggregated value.

Standards:

Originality Primacy Diversity

The Winning Organization™ Framework

Organizations can be “purpose-built” to achieve specific business objectives driven by customer needs and contextual demands (e.g. competitive landscape, resource constraints, political & economic variables, etc.). Despite the predominance of traditional, industrial organizations there is a rising demand for other forms of operation, governance, leadership, and production. The Winning Organization framework provides the organizational units necessary to define and design a well-adapted “winning organization” for each situation.

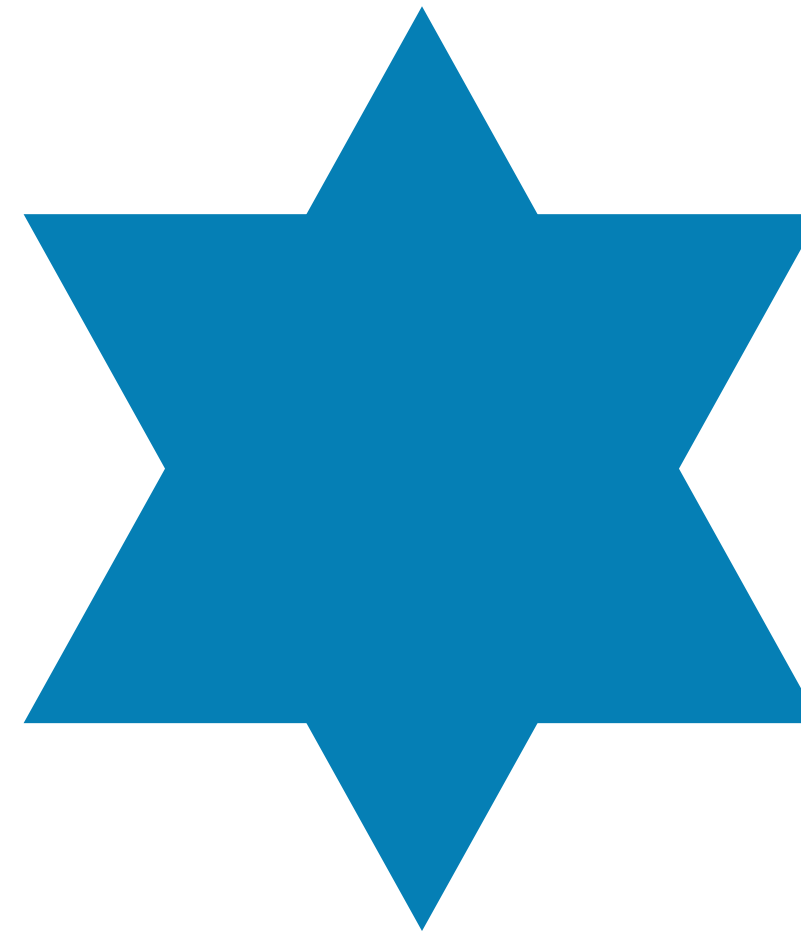


Functions and Features

The tangible aspects of organization design come in two forms that interact much like the various forms of a human body like (e.g. hands, feet, eyes, organs, bones, etc.) interact with the main systems (e.g. digestion, locomotion, circulation, etc.) There are many common aspects across all forms, but each organization can be “purpose-built” with a unique assembly to match customer and context demands.

Example Functions:

Product Design
Manufacturing
Customer Support
Product Engineering
Information Technology (IT)
Finance
Accounting
Supply Chain/Logistics
Data Science
Security
Sales
Marketing
Human Resources
Legal



Example Features:

Processes
Programs
Tools
Policies
Meetings
Calendars/Schedules
Supervision
Reports
Facilities
Work Stations
Locations
Documents
Rewards
Recognition

Human Elements of Winning Organization™

While many organization archetypes come together in different forms, functions, and features which contain common elements in myriad combinations to provide successful performance. Understanding these elements in their pure form is critical to scratch organization design which relies on these building blocks and requires them to be utilized in pure forms without contamination from other substantial ingredients like power or mindset.

Culture

Culture is a craft like an airplane (aircraft) or boat (watercraft). It defines the attributes of an organization that carries you to your goal.

While impressive, it is not magic, assumed, or accidental. Like vehicle design, culture design takes into account external conditions, type of journey, carrying capacity, and available resources.

Culture is also a human craft like pottery, textiles, and cooking which are well-established arts & sciences disciplines.

Leadership

Being in the lead requires effective pattern recognition and efficient problem-solving. Viewed like this, leadership is an outcome, not an attribute.

Leadership can come from a solo act of heroics and is often celebrated as such, but this view leads to a scarcity mindset that assumes exceptional individuals are rare and hard to find.

The most successful way to lead is in a group of diverse individuals who share the same purpose, are aligned on a mission, and bring different strengths to the table. Groups like this are abundant and available to every organization.

Talent

Talent is a complex and fluid mixture of skills, attributes, experience, and interests. It gives life to an organization much as water gives life to plants and animals.

Talent management involves calculating the balance between what companies need to accomplish their work and what people have to offer from their unique talent profiles.

Skilled investment in talent results in commercial value just like other types of investment.

Communication

Actions speak louder than words, but words provide evidence of our values and intentions.

Communication is much more than the words we speak, it's also the channels we use, the format we choose, and the content we emphasize.

Put simply, communication connects people with ideas and is the pivotal behavior of collaboration.



Winning Organization Standards of Excellence

Safe

Safe environments ensure the absence of threats of all kinds and enable people to flourish. Our bodies react to the perception we are in danger and prepare for an attack autonomously. Biologically this was meant for sudden threats and quick responses, but when a fear response is triggered all day long, we get exhausted.

Productive

Productivity is doing the right work, at the right time, in the right way. The best way to ensure productivity is to manage outputs, not inputs. Set clear goals. Be ruthless in prioritization and focus. Ensure proper measurement and reporting and provide proper support, tools, and information.

Engaging

Creativity is the ability to solve problems using deductive, inductive, and abductive reasoning. Generating creative output requires intrinsic motivation and autonomous interaction. Machines can power through big data sets to find patterns, but they can't form insights (yet!). Trust is the hallmark of engagement where individuals provide discretionary effort for mutual benefit.

Sustainable

Human energy is a non-linear progression with peaks and valleys. We require rest and recovery after bursts of activity in order to perform well. These cycles happen in daily patterns, weekly routines, and career trajectories. ROI and lifetime value metrics for human outputs beat short-term cost and efficiency measures of inputs over time.

Transcendent

Purpose is an essential element of human drive. We thrive when given the opportunity to do meaningful work that aligns with our values. The most successful companies make an impact above their core value proposition and go beyond the business of creating shareholder value to have positive effects on society.



Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives - *choice, not chance, determines your destiny.*

