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#### COMMENTS FROM THE EXPERTS ABOUT

*Dr. Blair's new book*

#### ALL THE MOVING PARTS:

#### ORGANIZATIONAL CHANGE MANAGEMENT

**ALAN WEISS, author, Million Dollar Consulting:**

"Read this book, share it with others, and keep it handy. It will help you set plans in motion and it will ensure that all the parts are in sync."

**TERESA LIGHT, XEROX:** "This book is right on the mark. It provides great ideas on implementing change that are supported by real world examples."

**SUE VOGAN, author, No Compassion Observed:**

"This is an important book should you be opening a business, wanting to improve a business, or looking at working for an organization. From the information presented you should be able to make the decision that will take you in the direction you want."

**From MY SHELF:** Examples from the author's research and experience give organizational leaders a powerful tool for looking at organizational change – which is inevitable – in very different ways. Guided by five essential elements central to successful change along with their five essential pathways, leaders can turn organizations into well-oiled machines where all the moving parts work as one, synchronized by purpose!"

#### ALL THE MOVING PARTS:

#### ORGANIZATIONAL CHANGE MANAGEMENT

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## JULY, 2007 – "ORGANIZATIONAL STRUCTURE"

### EXCERPTED FROM : ALL THE MOVING PARTS: ORGANIZATIONAL CHANGE MANAGEMENT

From Chapter 8 – "Forming a Forward-Focused Organization"

•There are 5 essential pathways that serve to guide the performance of all the moving parts of an organization.

•Essential Pathway #1 is: Structure

The organization configuration of a company, or, its structure, is critical to its being able to perform not only business functions but also the change functions that are needed for the 21<sup>st</sup> Century. Modern organizations, in order to survive and thrive in this age, will need to be agile. This "agility ability" will need to be accommodated in the organization's structure.

That is, the conceptual tool that is to be used to sort out the complex interests of a modern organization will be the structure of the organization. There is no one structure that "fits all." In fact, in our work with corporate CEOs and their leadership teams and with boards of directors who guide organizations and corporations, we ask these individuals to tell us what the major components of their organizations *are*. Our query is posed not because we can't walk through the campus and find out what departments currently exist, but because the departments and their *m=number really don't make a difference* if they're not the *right ones*, in the *right configuration* and with the *right players* as their members.

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***THE LEAD-ZINE HAS  
EXPANDED TO MULTIPLE  
PAGES!***

***IN THIS ISSUE  
ENJOY THE WRITINGS OF  
PROMINENT AUTHORS  
WHO CONTINUE THE  
DISCUSSION OF  
“STRATEGY vs. TACTICS”***

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***CONTRIBUTING AUTHORS:***

- ***Heather Bennett, Heather Bennett Resources***
- ***Gary Harpst, Six Disciplines Corporation***
- ***Ashish Gadnis, Forward Hindsight, Inc.***
- ***Dan Cable, Wharton School Publishing***
- ***Josh Leibner, Quantum Performance, Inc.***

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**“ORGANIZATIONAL STRUCTURE”**

**Billie G. Blair, PhD**

In working with companies, we start from scratch, as though nothing was known about the company. And we ask our clients to identify what, *at this present time*, should constitute the major components of the organization, and, thus, form its **structure**. It's this list that forms the template for structuring the organization, as well as the basis for strategies and future goals that guide the organization's growth and progress. Basically, the **structure** of an organization will rely on its *history*, its *environment*, its *resources*, and its *strategy and goals*. These four components of **structure** are embedded in **all the moving parts of the organization**. Thus, the moving parts of the organization are representatives of its structural components. CEOs who seek to dramatically change their organization's structure (and most will be undergoing this task in order to conform to the demands of the 21<sup>st</sup> Century marketplace) will need to address structure in relationship to the **five essential elements** of the organization.

*Dr. Blair is President/CEO of Leading and Learning, Inc., an organizational change management consulting firm: [www.leadingandlearninginc.com](http://www.leadingandlearninginc.com).*

**“EFFECTIVE SALES MANAGEMENT: DRAWING THE LINE BETWEEN STRATEGIC AND TACTICAL SUPPORT ”**

Heather Bennett, Heather Bennett Resources  
Sales managers tend to be especially susceptible to a common management pitfall: Spending too much time on a tactical level, helping to get individual deals closed at the expense of providing strategic leadership and development to the sales team. While such behavior is beneficial in helping companies attain short term sales quotas, it hinders organizational scalability and long term sales growth.

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-Bennett, Continued From Page 2 –

In lieu of tactical, day-to-day selling, managers need to implement a solid sales leadership system that consists of the following:

- 1) Strategic sales planning
- 2) Recruiting
- 3) Training and Coaching
- 4) Removal of internal organizational obstacles that impede the sales process.

While it is inevitable that sales managers will spend some portion of their time in direct selling, their goal should be to marginalize that time by optimizing their team strategically. While some deals may slip through the cracks in the short term, this type of management style will insure increased sales in the future.

Heather Bennett owns Heather Bennett Resources of Hoboken, New Jersey.

### “Bridging the Gap From Strategy to Execution” Gary Harpst, Six Disciplines Corporation

While many businesses put tremendous energy into formulating and crafting their mission, vision, values and strategic position, the greatest challenge for most business leaders is bridging the gap from strategy to execution. To be successful, leaders need to be as diligent in guiding the execution as they are at setting and communicating strategic direction.

\* Set Goals That Lead: Develop a goals statement with a small number of initiatives that include measures, targets and assigns responsibility to an individual.

\* Align Systems: Make sure all processes, policies, measures, technologies and people are aligned with this strategy.

\* Work The Plan: Vision and strategy must be translated into daily activities for every person in the organization. Activities must be mutually supportive, and well aligned to the strategy. Team leaders should review these activities on a weekly basis to ensure performance expectations are met and to recalibrate the plan when at risk.

Gary Harpst is author of *Six Disciplines for Excellence: Building Small Business That Learn, Lead and Last*.

### “The Real Connection Between Strategy and Operations” Ashish Gadnis, Managing Partner, Forward Hindsight, Inc.

Most strategies sound good but few generate a real increase in revenue or profit. That’s because little attention is paid to the *real* connection between strategy and operations. Here’s what happens when strategy and operations are integrated:

- All strategic initiatives are articulated on one piece of paper with a direct link to key execution measures.
- Eighty percent of employees are directly compensated for integrating the business strategy in to their daily work streams.
- There is a true, independent risk management function that evaluates the validity of strategy and operations execution monthly.
- There are well defined operational metrics that link back to ROI.
- The organization structure supports accountability.
- There are consequences for work that cannot be directly tied to the company strategy.

When these conditions exist, a real connection has been created between strategy and operations.

***More Strategy and Tactics Articles On Page 4***

## “HOW TO EXECUTE BUSINESS STRATEGY THROUGH A ‘STRANGE’ WORKFORCE”

Dan Cable, PhD

First, your workforce must create something valuable to the marketplace. Second, your workforce must create something rare, some special sauce, that sets your organization apart. Third, the special sauce must not be easily copied.

Anybody can talk about a strategy, but it takes a workforce obsessed about something strange to execute a strategy. You will not differentiate your organization in your customers’ eyes by talking about strategy in meetings. Strategy must be translated into day-to-day, visible artifacts that are palpable more valuable to customers.

Business leaders need a way to unpack what needs to be strange about their workforces to give their organizations a competitive advantage. Translating strategy into reality demands measurement of the key strategic assumptions about customers. You need a way to measure and monitor what your workforce needs to know, act like, or create so that customers notice, reach into their wallets, and say, “I’m giving you my money even though I could get this from many different companies.”

*Dan Cable is author of “Change to Strange: Create a Great Organization by Building a Strange Workforce,” Wharton School of Business, published by Wharton School Publishing.*

## “CREATE HORIZONTAL ACCOUNTABILITY IN YOUR ORGANIZATION”

Darrel W. Ray, Ed.D.

Horizontal accountability is an approach that teaches team members to take proactive responsibility for goals and performance. In sports, teams do a lot of evaluation and coaching during actual play. The best teams develop constant performance feedback between players that supplements the coach’s efforts.

A vast amount of information can be found in the observations of peers in sports or business, but the information must be put into a useful and non-threatening format. In an organization with strong horizontal accountability, the manager still evaluates performance but day-to-day performance information comes directly and systematically from peers in the form of micro-evaluation.

In many organizations, a great deal of energy is locked up in conflict and manager-focused behavior. Release this energy by teaching team members to critique performance non-defensively, typing micro-evaluation directly to goals. Conflict is eliminated and goal-focused behavior increases dramatically.

Horizontal accountability is an untapped source of information and energy in most organizations. You can read more about horizontal accountability at: [www.teaming-up.com](http://www.teaming-up.com).

## “Strategic Commitment: Every Employee an Owner of the Business”

Josh Leibner, Quantum Performance, Inc.

Executives want employees to be committed to the success of their strategies, but have a fundamental misunderstanding about what causes that commitment. Most believe that polished communications campaigns, along with appropriate compensation, are the primary ingredients needed for building an inspired, dedicated workforce.

This thinking is flawed. To make every employee think and act like an owner of the business – an environment we call “strategic commitment” – executives must focus not only on the *content* of their strategy, but must also address *context* issues. Specifically, these are the degrees to which employees believe their leaders:

- Are open and truthful about key issues facing the organization;
- Have the courage and resolve to address key issues, and follow through when things get tough;
- Are competent to lead along the path they are advocating;
- Demonstrate empathy for, and nurture, the employees who will implement the strategy.

A strategy is only as good as people are committed to achieving it. Without this commitment, detailed processes and tactics will not deliver significant strategic change.