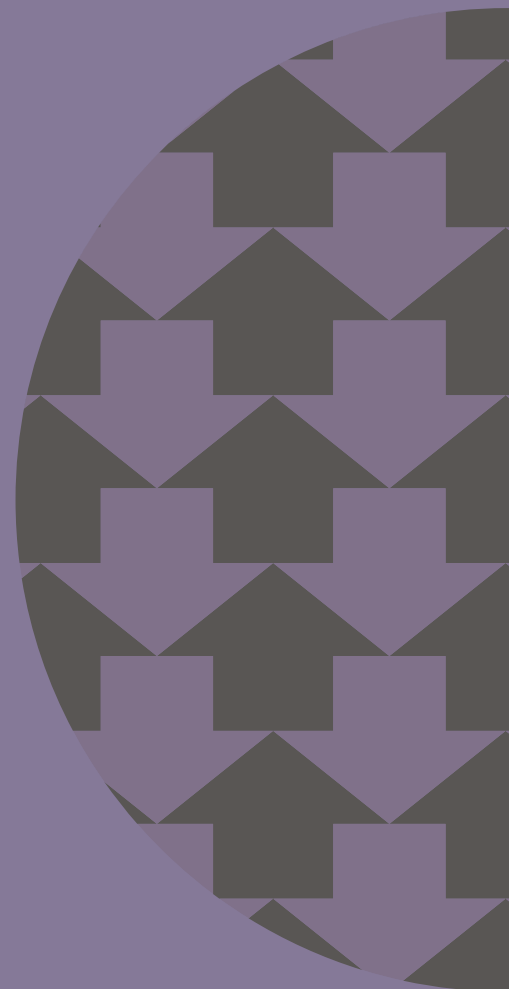


DESIGN.

Point of View Paper

Why the organization of your talent is the secret weapon to growth and greater profitability

AUTHOR: Ryan Forrest, Global Director of Strategy



Businesses today face previously unseen levels of change in terms of scale, speed, breadth, priorities and risk. Meanwhile hiring, retaining, and supporting talent is increasingly difficult as well as expensive. Economic uncertainty, shrinking profitability and the impact on mental health in post covid working environments are just three pressure points causing significant challenges.

According to Gartner's annual survey of over 800 HR leaders¹, several major trends for the year ahead are emerging.

1. "Organizational design and change management is a top priority for 53% of HR leaders, and 45% say their employees are fatigued from all the change."
2. "Employee experience is a top priority for 47% of HR leaders, and 44% believe their organisations do not have compelling career paths."
3. "46% of HR leaders say recruiting is a top priority, and 36% say their sourcing strategies are insufficient for finding the skills they need."

HOW WE WORK. WHAT WE WORK ON. WHY WE WORK.

As a result, several new objectives are being urgently prioritized by CEOs in an effort to continue driving growth while reshaping business and supporting employees through changing times.

Organisational design and operating models

To remain competitive, address market challenges, combat disruptors and increase profitability, businesses rely on a blend of the right operating model and organizational structure. For sustainable business growth it is critical to get the right people in the right roles, working effectively on the most impactful activities.

Many CEOs are focussing on increasing impact with fewer resources by redesigning their operational model across business functions. Accurately designing the optimal organizational structure, focusing resources around an efficient operating model and improving handoff between teams in a way that helps them get to market quicker.

Change management

After so many years of change pre- and post-covid, employees have become change resistant and in need of greater support with what they work on, how they work with each other, as well as their overall wellbeing. Whether it's the selection and adoption of

new technology, the implementation of new processes or the restructuring of teams, roles and responsibilities, putting employees at the forefront of change is crucial to successful adoption.

Having a clear change management program, identifying change agents and addressing the emotional, physical, psychological and practical barriers to change is vital. Leading with empathy and transparency, creating feedback loops and making your employees feel they are facilitating change rather than change happening to them can create a more positive experience.

The workforce mix

Employees are placing a greater importance on the value of their work, work life balance, working environment and career prospects. Dissatisfied employees are quick to look elsewhere in order to protect their wellbeing. Meanwhile the competition for talent is fierce, recruiting is not restricted to locality and potential employees have much higher expectations.

As a result businesses must create exceptional working environments for their employees and support their emotional, mental and professional wellbeing. A talent recruitment strategy that sources the right skills and attitudes within budget and a training program that ensures employees skills grow in line with the constantly changing needs of roles and business model.

DESIGN YOUR WAY TO GROWTH, INCREASED PROFITABILITY AND A HAPPIER WORKFORCE.

As painful as constant change can be for both employers and employees there are some simple starting questions that will help identify areas to improve change adoption and optimize your business.

Team structure, roles and responsibilities

How are your teams structured? What resources and skill sets do you have? Where do you have multiple people doing the same job? How utilised are they at present? Digging deeper into the structure and make up of your teams allows you to identify where misalignment may be stalling your ability to support your particular business model and slow your ability to execute your go to market strategy.

Workflow and process

How does work get done? Where are there manual steps in the process? What bottle necks exist? What's stopping teams and individuals doing their best work more efficiently?

These questions can help you zero in on high value tasks and how teams communicate and cooperate. Looking for duplication of effort, bottlenecks, skill gaps and manual effort that reduces efficiency.

Technology and capabilities

Does technology help or hinder teams in their day to day? Are the tools well adopted or underutilized? What capabilities are missing that would make doing the job easier? Technology should support your people, enable high quality work, deliver efficiencies and drive revenue.

Data and insights

How trustworthy is the data in your business? How easy or hard is it to access the data you need, when you need it? Do you feel the data serves you or causes more issues? Having control over the levers of business growth starts with clean, reliable data and the ability to surface insights into business performance.

From here you can monitor and measure the impact of your people, processes, and technology to make the right decisions.

Once you have uncovered some answers you can start to connect relationships between various issues and opportunities. Where does one opportunity impact another? If you fix one issue can you solve another elsewhere? If you focus budget and effort in one area, how will that impact other areas? What quantifiable impact do you expect if you address a particular area? What's the cost of doing nothing?

You will start to develop a network of interdependent initiatives that you can prioritize based on budget, effort and likely impact. This forms the basis of your strategic action plan towards the right structure, operating model and change management processes.

THE BLUPRINTX ORGANIZATIONAL DESIGN & OPERATING MODEL ACTION PLAN.

At Blueprintx we have been helping organizations design and deliver an action plan that results in an optimized team structure to suit their business model. Embedded with an operating model with clear roles, responsibilities, reporting lines and required skills. Our tailored roadmap of process improvements, technology enhancements, roles and responsibilities empower their organizations to optimize how work gets done and results get delivered.

Organizational design & operating models

We assess the structure of your business functions and operating model to find the most optimized version for you. Whether a sales, product, demand gen or commerce led business model, we find the ideal global structure across functions. A lean organizational chart that ensures you have the right number of key roles and skill sets and a business logic that removes bottlenecks and inertia from planning, decision making and execution.

Technology & data

We audit and design your technology ecosystem to deploy the right capabilities, ensuring marketing, sales and support professionals can do their best work efficiently and effectively. Integrating across platforms so the right data can be democratized for insights, delivering experiences, and improving revenue outcomes. We identify areas of redundancy, low adoption, and opportunities to reduce the total cost of ownership.

Marketing & creative productivity

From campaign intake, through execution to performance reporting, we map your entire end-to-end process and how you can automate across teams. We cut bottlenecks, manual steps and duplication of effort so you get high performing campaigns to market quicker. We liberate high performing assets for use in campaigns, report with insights into channel and asset performance and monitor budget allocation and return on marketing spend.

Change management program

Our change management program ensures that your objectives and need for change are clearly communicated, your vision is translated into meaningful actions for those impacted, and your people are empowered throughout. This established methodology moves your organization to the new desired state while sustaining growth.

Our action plan helps you understand:

- ➡ *“What’s the optimal structure for my teams, people, workflow, technology and data that will allow me to reduce costs, reallocate spend and maximise my budget?”*
- ➡ *“What initiatives do I need to prioritize? How can I take immediate positive action with the least risk?”*
- ➡ *“How can we help our organization through a period of change as seamlessly as possible and with the highest level of adoption?”*

OUR APPROACH. DESIGNING YOUR ACTION PLAN.

Our action plan comprises of core deliverables that you can act on immediately as well as a customized strategy for near-, mid- and long-term efficient growth.

STRATEGY FOR GROWTH — an executable strategy that ties outcomes, initiatives, guiding principles, enablers and your business use cases into a cohesive plan.

BUSINESS REQUIREMENTS & KEY USE CASES — a prioritized set of business requirements that align your strategy, initiatives and business use cases.

PROGRAM OF WORK & ROADMAP — a program of work and a roadmap of phased initiatives that will deliver on your business use cases.

SOLUTION DESIGNS — supporting designs as necessary to achieve your objectives such as org structure, roles and responsibilities, workflows, and technology architecture.

CHANGE MANAGEMENT PROGRAM — a tailored program for frictionless change.

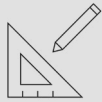
THE PROCESS.

Typically, our action plans take two to three months depending on scope and availability of key stakeholders. Our approach is simple.



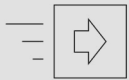
STAGE 1

Discover — an initial business discovery utilizing questionnaires and interviews will be conducted, along with analysis of data and industry/ category research. This allows us to understand your unique symptoms and business challenges.



STAGE 2

Diagnose — a thorough examination through targeted discovery, research, audits, maturity assessment or lite testing. This helps us cut to the underlying issues causing the symptoms and get to the heart of what really matters.



STAGE 3

Design — we design your custom plan and gain handshake agreement so you can start implementing solutions immediately.

Sources

¹ <https://www.gartner.co.uk/en/articles/what-will-hr-focus-on-in-2023>

info@bluprintx.com | bluprintx.com

Dallas | Sydney | London | Liverpool | Amsterdam | St Louis

Bluprintx

GROWTH. BY DESIGN.