

Delivering the transformation promise

Confidently transforming your organization with speed and agility

Transformations are high-stake, high-risk, with a high rate of failure

Organization transformations are a fact of life. Factors like new ways of working, increasing competition, or a volatile economic environment mean business leaders must always be ready to re-evaluate their business model, structure, cost profile, and talent to support their strategy.

Unsurprisingly, transformation programs often fail to achieve their intended goals. They're complex and have many moving parts. They're often dependent on a high degree of engagement across the business, where there's usually a natural resistance to change.

So, when failure comes with considerable risk for the future of the business, how can you plan a transformation program that hits more targets than it misses?

"90% of leaders in the middle are likely to resist change, not because they're resistant people, but because they just don't have the tools."

John Boudreau, Professor of Management and Organization, University of Southern California

6 fundamental challenges in large scale organization transformations

Lack of trust in data

- ▶ A strong data foundation is crucial to any transformation work. So, how do you get started with disparate data scattered across multiple systems and regions?

Lack of accountability and monitoring

- ▶ Losing sight of targets can be exhausting during a transformation. Tracking progress against assumptions and holding people accountable is crucial to success

Misalignment across the business

- ▶ Although Finance and HR teams tend to work towards the same objective, there's often a gap between them, leading to misalignment and inefficiency

Complexity of allocating people to positions

- ▶ Seeing the talent you have in your organization, their skills, availability, and performance is key to populating your new structure with the right people in the right numbers

Slow, manual, and risky processes

- ▶ Transformations are traditionally done on spreadsheets, which means slow processes, low visibility of the organization, and high risk of error

Inability to quickly respond to changes

- ▶ The world keeps moving as you design your future organization, and you must be able to adapt as you go. So, how do you increase your agility to make that possible?

A SaaS platform that changes everything

Orgvue is an organization design and planning platform, purpose-built for you to design your future organization. Accelerate your transformation by aligning organization structure, size, and available talent with your business strategy.

Model your future structure in a safe and controlled environment, confidently allocate the right people to the right roles, and regularly monitor your progress against your initial targets.

The Orgvue solution: Designing organizations with the right structure and the right talent

1. Model your future organization

Set up a solid data foundation and understand your business and cost structure, before starting to model scenarios. Once you know which areas need your attention, use Orgvue's drag-and-drop functionality to make changes to people, positions, and teams, and instantly see the financial impact of decisions on your business.

Answer questions such as:

- ▶ Which pockets of the business should we be focusing on?
- ▶ Where can I reduce 1-to-1 reporting lines?
- ▶ Can we reduce cost by outsourcing the design team?
- ▶ How can I restructure my supply chain team to improve productivity?



▲ Comparing 'as is' cost with 'to be' cost by department

2. Allocate talent to the new structure

Now that you've signed off your future structure, it's time to fill positions with the right talent: use criteria such as skills, availability, and performance to build talent pools and confirm candidates once ready. You'll be able to see the financial impact of your decisions and ensure you're in line with your design principles.

Answer questions such as:

- ▶ Who should I consider for the supply chain director position?
- ▶ Which positions don't have anyone assigned to them?
- ▶ Is anyone confirmed for multiple positions at the same time?
- ▶ Which resources are under-allocated?

Chief Counsel, Employment and Labor, 5, Toronto
Selected - offer submitted

☑ Kakalina Beedle	Not selected
☑ Rhea Duffus	Not selected
☑ Jocelyn Lindgren	Selected
☑ Hansian Crosskell	Not selected
☑ Alexandrina Paulley	Not selected

▲ Example of a talent pool, with Jocelyn selected for the position

▲ Building talent pools in the new structure

Selection Label	Stage	Grade Change?	Employee: Current Cost	Position: Budget Cost	Cost Change
☑ Sr. Compensation Ma...					
☑ Chad Carlucci, 3 ...	Selected	Grade increase	US\$88,903	108K	19.6K
☑ Thatch Antill, 3 >...	Selected	Grade increase	US\$73,084	108K	35.4K

▲ Seeing the financial impact of each selection

3. Track progress against your plan

As you execute your plan, ensure you keep track of progress against your objectives. Track employee movement (joiners, movers, and leavers) and manage exits if applicable. Hold stakeholders accountable when needed and reiterate your plan when necessary.

Answer questions such as:

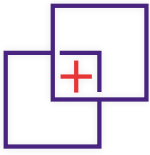
- ▶ How are we deviating from the plan in November? And which department is responsible for that gap?
- ▶ Have all exits been managed by the HR team?
- ▶ How many positions were moved from the US to India?
- ▶ How close are actual cost savings to those projected?



▲ Tracking headcount and cost change to date and by organization level

▲ Tracking current developments vs overall plan, with a clear view of progress per department

Customer story



Business goal

- ▶ Transition from a structure organized by industry to one organized by customer gender
- ▶ Build processes to increase collaboration and knowledge sharing across 50K + employees
- ▶ Plan a repeatable, organizational transformation approach that's scalable across 170 countries



The Orgvue solution

- ▶ Developed a standardized data architecture, modeling environment and reporting suite
- ▶ Redesigned 6 different support functions simultaneously to align to the new model
- ▶ Built the foundation to assess talent and skills, and mapped the right people to the right positions
- ▶ Developed in-house capability by training over 150 HR and business partners to ensure a decentralized and sustainable transformation program

The Outcomes

150+

Upskilled OD practitioners

6

Global workstreams managed simultaneously in Orgvue

170

Countries impacted by the new operating model

"Despite the large and heavy amount of data we had to work with, we managed to create and populate the new structure with the right talent quickly and at scale, while keeping integrity with our people."

Head of HR

Orgvue, the organizational design and workforce planning software platform, captures the power of data visualization and modeling to build more adaptable, better performing organizations. HR, finance, and business leaders rely on Orgvue for actionable insight and analysis that helps them make faster workforce decisions in a constantly changing world.

Orgvue is used by the world's largest and best-known enterprises and management consulting firms to confidently build the businesses they want tomorrow, today. The company works with many Fortune 500 companies and is headquartered in London, with offices in Philadelphia, The Hague, Toronto and Sydney.

For more information please contact:

+44 (0) 20 3633 1090 or visit orgvue.com

