
Aligning
People
and
Purpose



“The most far reaching, dramatic and rapid changes in behavior of individuals in an organization can be achieved by...

changes in the organization –

both in structure and in **managerial-leadership practices.”**

Elliot Jacques

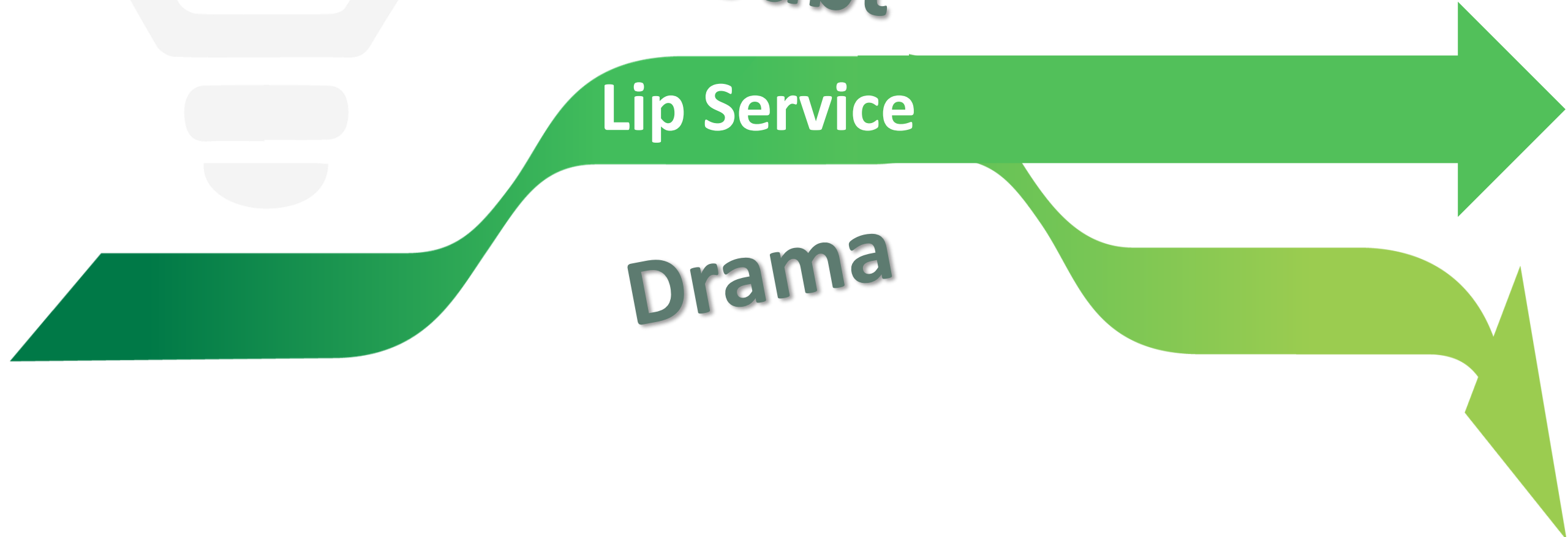


Confusion

Doubt

Lip Service

Drama





Smooth
SCALING

Investment

Leverage

People

Automation



Managerial-Leadership

INTERPERSONAL



Managerial-Leadership



A diverse group of business professionals are gathered around a wooden conference table in a modern office setting. They are engaged in a meeting, with some looking at documents and others talking. The scene is brightly lit with large windows in the background. A green banner with white text is overlaid on the center of the image.

PURPOSE

PEOPLE

PURPOSE

Requirements
STRUCTURE

Vision

Leadership

Requisite Work →

Task
Inventory

Management

ROLES
Performance

PEOPLE

PEOPLE

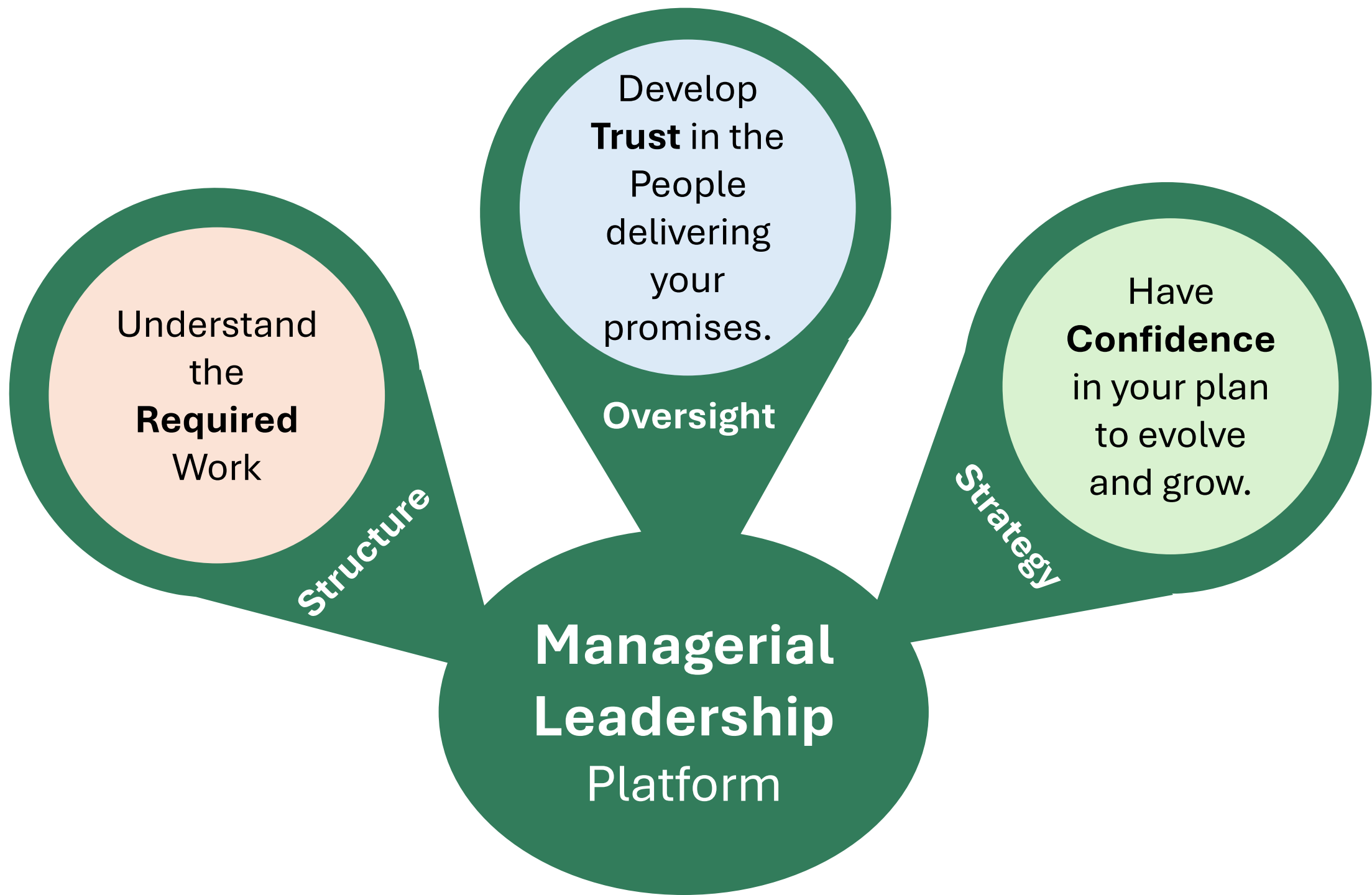
Engagement

I know what is expected of me at work.

At work, I have the opportunity to do what I do best every day.

There is someone at work who encourages my development.

Take them on a Journey



Structure = An Accounting of Work

A man in a dark suit stands with his back to the camera, looking at a chalkboard. On the chalkboard, there is a hand-drawn organizational chart with a central oval at the top and several rectangular boxes below it, connected by lines. Three white rectangular labels with red text are overlaid on the image: 'CLARITY' on the left, 'AGREEMENT' at the bottom left, and 'STABILITY' on the right. The man has his right hand on his head, suggesting he is thinking or confused.

CLARITY

AGREEMENT

STABILITY

Technology
Social Media
Agreements
Scheduling
Linked-In
Analytics
Human Resources
Finance
Fulfilment
Website
Solutions
Production
Customer Service
Blog
Jobs
Facilities
Recruiting
Proposals
Marketing
Training
Tickets
Projects
Retention
Purchasing

Departmentalize



Strategy

Visionary (CEO)

Why/What

Management

General Manager

Managers

Educate

SME

Coach

Processes

Analyze

How

Frontline Work

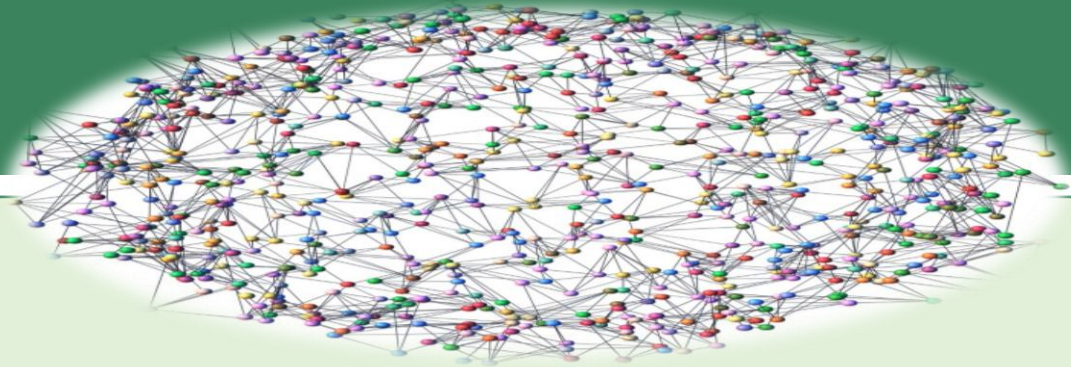
Team Members

Execute

Complexity

Strategic

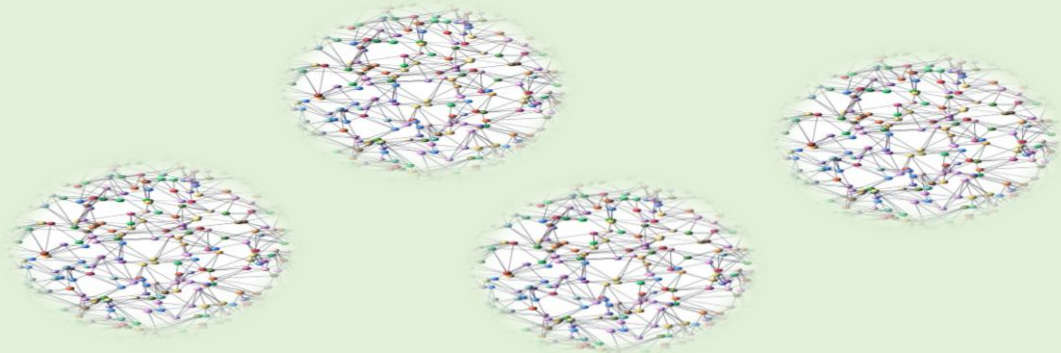
Visionary (CEO)



Management

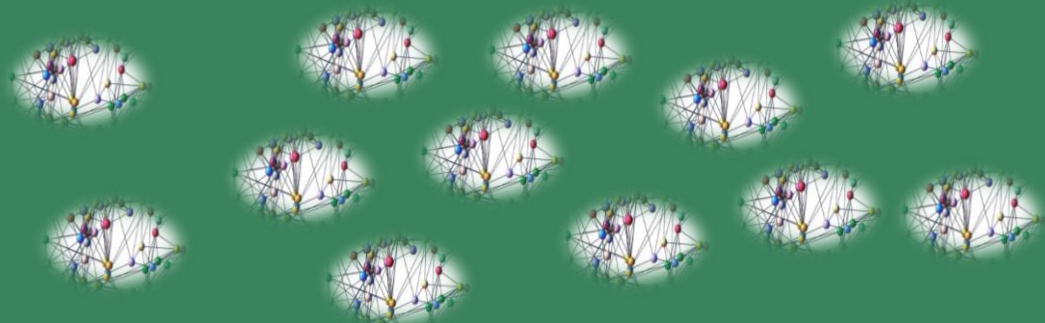
General Manager

.....
Managers



Frontline Work

Team Members



Aggregate Output

Strategic

Visionary (CEO)

Timespan



1 – 5 Years

Later

Management

General Manager



1 Mo. – 2 Years

Next

.....
Managers



1 day – 1 Year

Frontline Work

Team Members



1 Minute – 1 Mo.

Now

Strategic

Visionary (CEO)

Decision Making

\$\$\$\$\$\$\$\$

Management

General Manager

\$\$\$\$

.....
Managers

\$\$

Frontline Work

Team Members

\$



Purpose

Strategic

Delivery

Internal Ops

Demand

General Management

Management

Management

Management

Frontline

Frontline

Frontline

The 6-Practices

Why?
Context to the
Function



Task Inventory

**Policies
Parameters**

What?
-Paint Done
-KPIs
(Benchmarks)

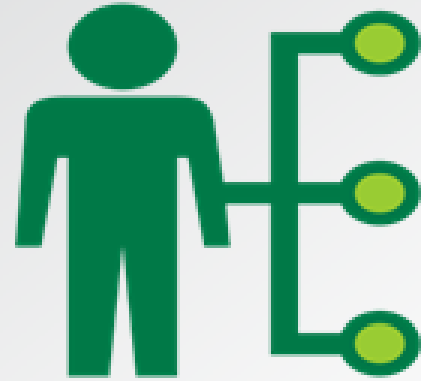
**Knowledge
&
Skills**

The 6-Practices



Roles

As
assignments
of Tasks



**Hold
Accountable**

Roles

As assignments
of
Responsibilities

The 6-Practices



**Hold
Accountable**



**Task
Inventory**

50%
Reduction in
Errors

70% More
Engaged
Teams

50% More
Efficient

30% More
Likely to
Reach Growth
Goals



**Document
Processes**

60% Faster
Time-to-
Productivity

The 6-Practices



**Document
Processes**



**Hold
Accountable**



**Task
Inventory**

**Leading
&
Lagging**



**Capacity
Planning**

**Constraint
Analysis**

**Monitor
Performance**

The 6-Practices



**Document
Processes**



**Monitor
Performance**



**Hold
Accountable**



**Task
Inventory**

Educate



Train

Coach

**Develop
Expertise**

Mentor

The 6-Practices



**Document
Processes**



**Monitor
Performance**



**Develop
Expertise**



**Hold
Accountable**



**Task
Inventory**

**Future
Requirements**

**Roadmap
(iterate)**



**Improve
Processes**

**Constraint
Analysis**

**Strategic
Planning**

The 6-Practices



**Document
Processes**



**Monitor
Performance**



**Develop
Expertise**



**Hold
Accountable**



**Task
Inventory**



**Improve
Processes**

Evolve

Strategic Planning...

Operationalize the Vision...

- Department by Department
- Quarter by Quarter



**General
Manager**

NOW

INVENTORY

NEXT

DETAILED
PLANS

LATER

TARGETS



Owner

DELIVERY

INTERNAL OPS

DEMAND

VISION

Belief and Purpose



The Manager of Managers

The Manager

The Business Analyst

The Player / Coach

Align
People
&
Purpose

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ALIGNED
Management
Partners