Key OTM Principles Driving Program Design and Delivery

ENABLING CONDITIONS DRIVING PROGRAM EFFICACY AND ROI (BASED ON OTM'S KEY LEARNINGS FROM TRAINING & DEVELOPING OVER 5,000 INTERNAL CHANGE AGENTS)

We at OTM know organization design classroom training doesn't work as a standalone performance intervention to jump start and sustain performance. To jumpstart and ensure the desired performance, consider:

1. Your operating model and job descriptions must be adjusted to accommodate the new organization design service offering.

2. For those involved in delivering Organization Design solutions, their capacity must be adjusted to accommodate solution demand.

3. Clear expectations and support mechanisms must be communicated/put in place by leadership to reinforce the newly acquired skills.

4. Skill "development" must be a combination of classroom/online "training" coupled with coaching, mentoring, virtual and real-time observation and support to get and sustain results (10/20/70 approach).

5. Classroom and online training is most effective when using real-life, relevant, business-specific business case-study(s).

6. Participants must be expected to deliver organization design services almost immediately following the training intervention but no later than three months after completion of the training.

7. Participant's foundation skills must be assessed since we know that organization design projects fail because of poor contracting and poor stakeholder management – rarely is it technical skills that let participants down.

8. Organize participant cohorts of 11-18 with similar experience levels and based on business need for immediate support.

9. For leaders of those up-skilled participants and who are not expected to deliver real organization design work, consider an abbreviated workshop focused on the changing role of leaders leading organization design practitioners, understanding and appreciating the end-2-end design process, leadership challenges and how to support those doing this work.

10. Retention of newly upskilled participants. In a world of organization design, good practitioners are hard to find and become highly poachable.