Organising Growth: Revisiting the old question: “what’s a company for?”

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Organisation Architects

Organising Growth

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The Mini-Pfizer syndrome	Human Capital Lip services pay
Blurred Vision	Organisational Architecture Naivety

The Mini-Pfizer syndrome

Human Capital
Lip services
pay

Blurred
Vision

Organisational
Architecture
Naivety

Legacy is in minds and resumes

"The problem is never how to get new, innovative thoughts into your mind, but how to get the old ones out."

Dee Hock

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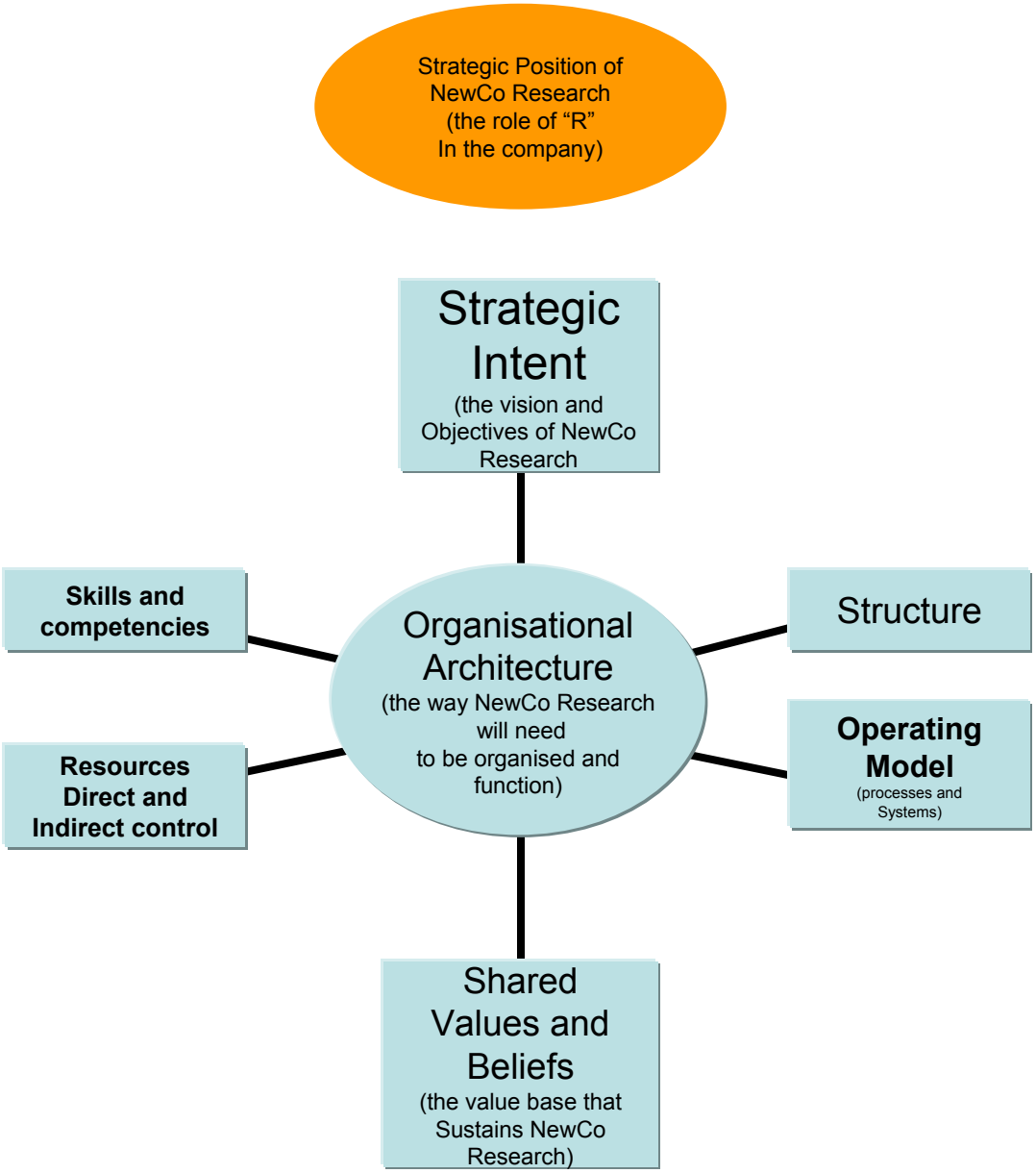

1. **Planning**
2. **Decision Making**
3. **Resource Allocation**
4. **Priority Setting**
5. **Accountabilities**
6. **Progress tracking**
7. **Info/data consolidation**
8. **Knowledge acquisition**

Sharing and transfer

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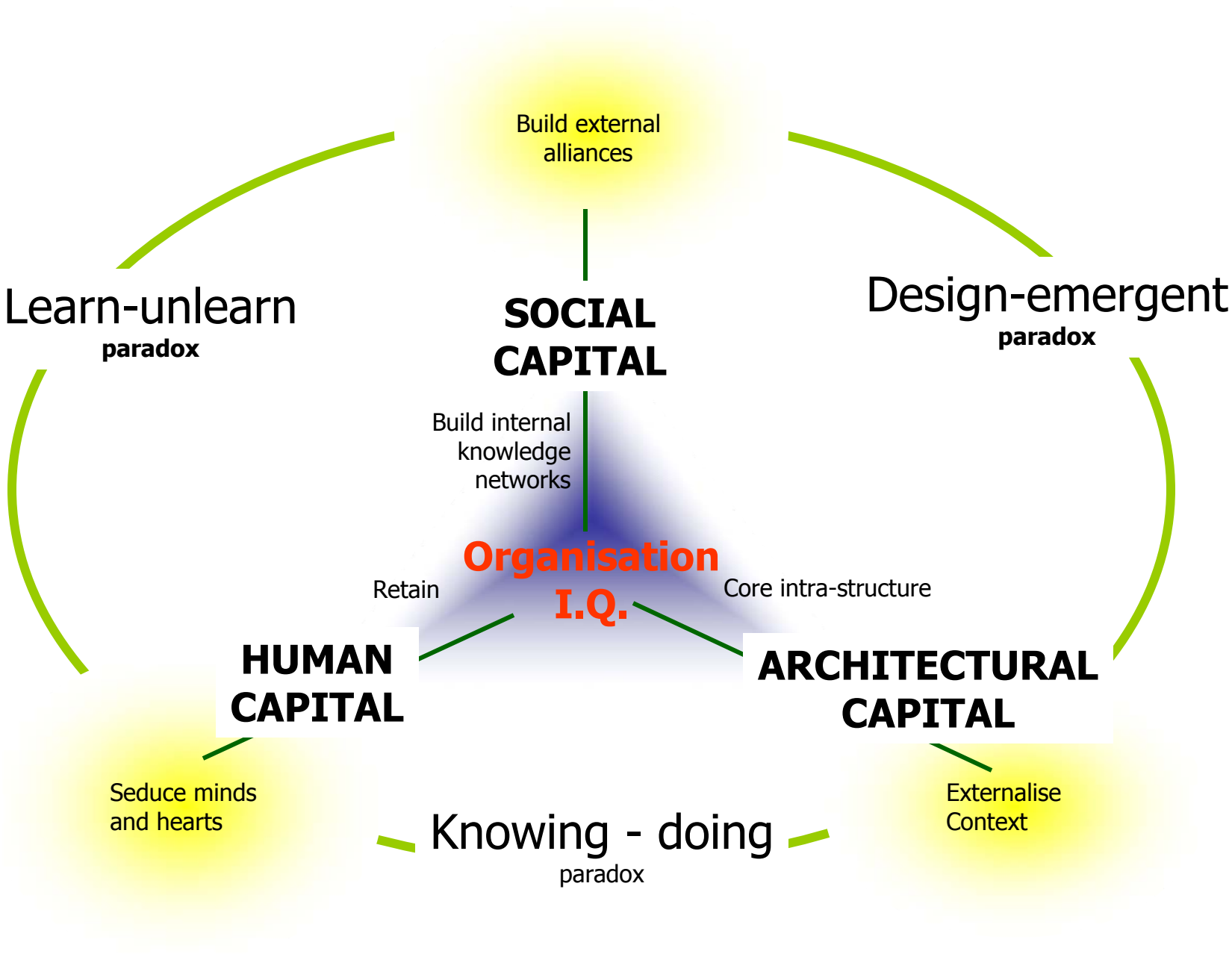
Build external alliances
Learn-unlearn
paradox
SOCIAL CAPITAL
Design-emergent
paradox
Build internal knowledge networks
Organisation I.Q.
Retain
Core intra-structure
HUMAN CAPITAL
ARCHITECTURAL CAPITAL
Seduce minds and hearts
Knowing - doing
paradox
Externalise Context

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criteria

Productivity	Output	Ability to deliver a specific, defined output (e.g. 1 NDA every 2 years; 2 Leads/year, etc)	1
	Innovation	Ability to generate newness (products, process, systems etc) and implement it	2
	Intellectual leadership	Ability to produce new thinking, break new ground, reframe problems, (re)create markets, lead science	3
Strategic fit	Long term vision	Ability to complement or to fit the "reason d'etre" of the firm and its long term vision	4
	Short /Medium Term objectives	Ability to deliver short, medium- term (commercial, opportunistic, scientific and technical, operational etc) objectives	5
Simplicity and clarity	Scale up capabilities	Readiness for a merger, acquisition or organic growth in terms of "plug-in" capabilities (structure, systems)	6
	Critical mass	Whether the new organisation will have a contingent (not to small, not too big) critical mass in each of the (new) groups, divisions or totality	7
	Transparency	Primarily around clarity of accountabilities in the new organisation, but also about layers of management and shared understanding by staff of what the (new) groups are about	8

criteria

Operational effectiveness	Clean operating model	Fit for purpose planning	Ability of the new organisation to be served by a sensible, overall planning system that can keep track of progress?	9
		Subsidiary decision making	Ability of the new organisation for decisions to be made at the lowest possible level and with agility?	10
		Transparent resource allocation	Also called by us "a portfolio approach". Around the question: a system for overall resource allocation and priority setting with transparent trade-offs?	11
	"Projectisation"	Ability and/or ease to "run projects" (product projects, functional projects, etc) or well defined processes and activities with goals, endpoints, evaluations and accountable leaders		12
	Boundaries	Internal interfaces	Around the clarity and ease of internal connections and their leverage	13
		External interfaces and partnerships	Ability to interface outside and ease of managing partnerships of some kind	14
	Resource access and maximisation	Facilitation of access to resources where ever they are, when needed, making the most of skills and competences		15
	Support systems	Ability of the new organisation to be supported by effective IT, Finance, HR etc		16

criteria

Human Capital	Talent magnet	Ability of the new organisation to attract talent. Will the new organisation be "a place to be"?		17
	Knowledge management	Ability of the new organisation to acquire, share knowledge, learn and incorporate it. Will knowledge flow be facilitated?		18
Costs and risks	Monetary	Around the cost of changing to a new organisation or creating a new one		19
	Disruption	Around the disruption of a change process if redesigning an organisation. Ability to change and continue to be operational and productive at the same time		20
	Disconnects	Contingent to a specific case, around the question: will the new organisation create "disconnects" with A,B,C (for example, corporate processes if an internal redesign)		21
	Barriers	Silos	Risk of creating new more opaque boundaries by redesigning old ones	22
		Bureaucracy	Risk of complexity of systems, process, information flow etc	23
	Of keeping status quo	Cost of not changing, not redesigning or reorganising		24
	Other contingent Non monetary	Other costs of risk specific to a particular company, group or division		25

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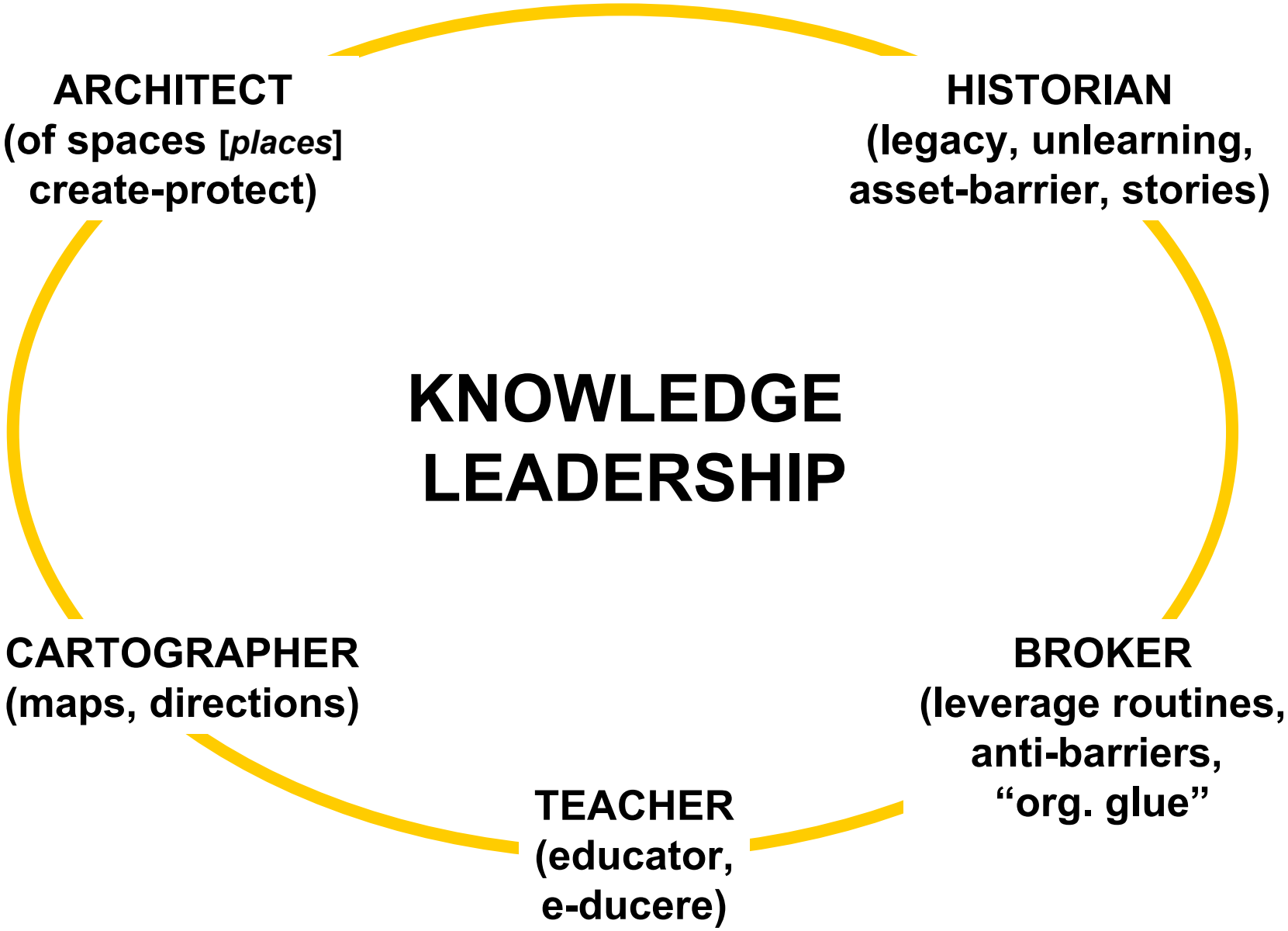

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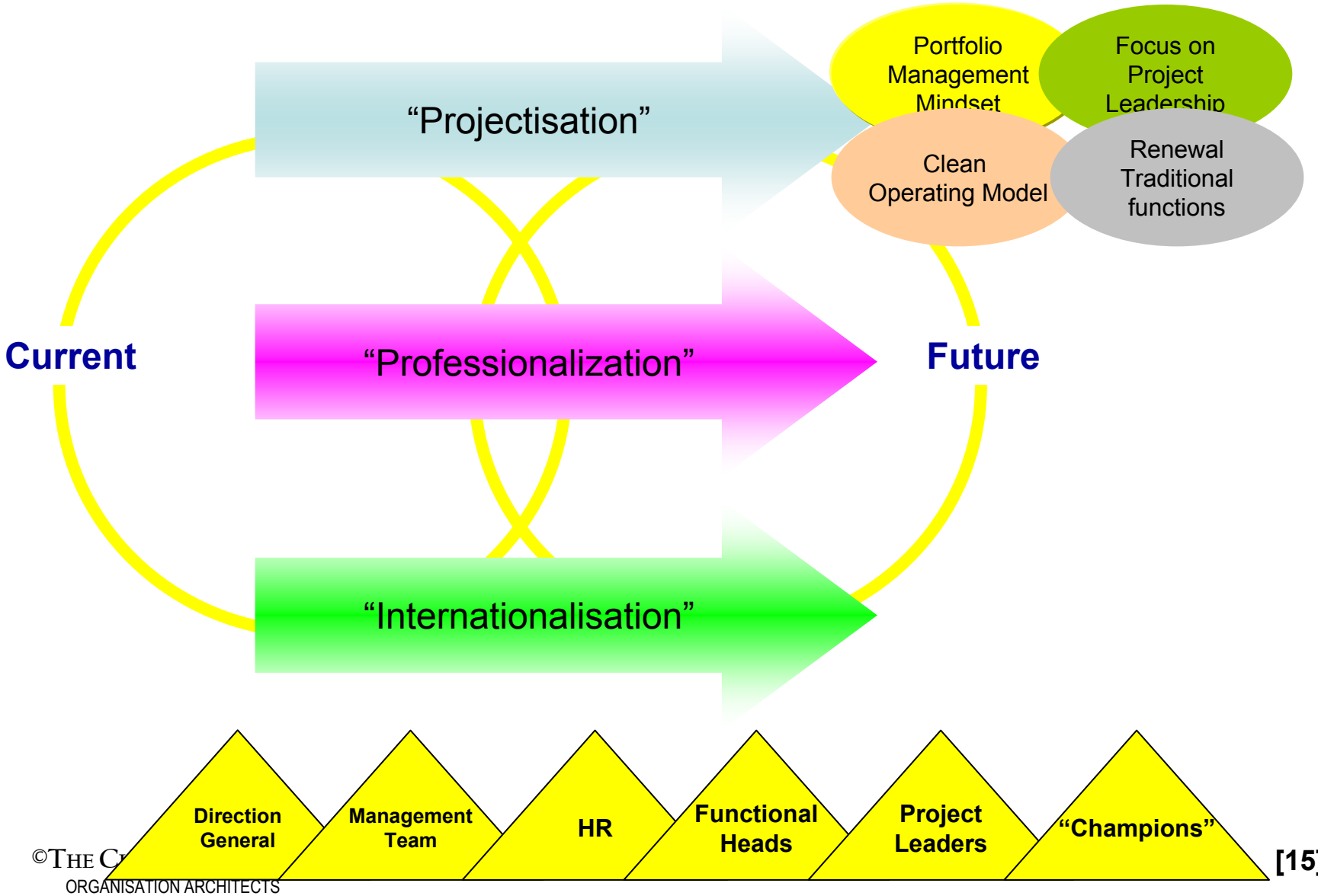

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