Guest,

Welcome to:
Reorganization: A Strategic Advantage - Being Proactive, Not Reactive

Presented by
Lighthouse Consulting Services, LLC

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Typically, Companies Reorganize Reactively

- Either in reaction to marketplace declines or other threats to their business
- What other choices do organizations have?
- Let's look at one powerful option…
How to Turn a Reorganization into a Strategic Advantage?

- Depending on how far into your planning cycle you can see your business model or marketplace shifting, there is an opportunity to shift resources.
- The strategic advantage most often comes from the way you execute the organizational change with your workforce, your customers and your supply chain partners.
Frequently Reorganizations Occur Without a Clear Purpose

- Frequently, the way most companies announce and execute reorganizations do not sufficiently overcome the fear and uncertainties caused by the announced changes.
- The changes sometimes take a long time to be completely implemented.
  - There is often untreated survivor guilt if there are layoffs involving residual instability with other stakeholders.
- It may take a while to resume producing the results in a way that fulfills the intended purpose of the reorganization.

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A Powerful, Positive Communication Narrative is Needed to Clearly Articulate the Business Logic for Any Major or Minor Reorganization

- Organizational changes require a simple, yet compelling business reason that all stakeholders can understand
  - The workforce needs to connect their jobs to the success of the business
- The new organizational structure needs to demonstrate how it better serves the customers in order to make sense to the workforce
  - The value proposition of the company must be clear and compelling because today everybody appreciates transparency
- Keeping the narrative positive creates a context that helps everybody remember why the change is important especially when there are “bumps in the road” as there naturally will be

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Why is a Positive Context for Any Organizational Change Important?

- Every human brain has the capacity for fear-based reactions and behaviors that support creativity.
- Fear-based behaviors come from our reptilian brain, often called fight, flight or freeze responses – some scientists refer to this fear-based reaction as an ‘amygdala hijack’.

- Our creative, collaborative responses come from our frontal cortex.
- We cannot act from both parts of our brain at once.

TAKE AWAY: It’s up to all of us: leaders, managers, associates at every level, to ‘talk up’ the positive purposes and desired outcomes of any organizational restructuring in order to help people ‘stay the course’ and keep focusing on the positive benefits of the new organizational design.
Take Aways

- How you think and speak about reorganizations matters
- Using 'what if' scenarios can keep your planning, thinking, and agility in 'tip top' shape
- There is no substitute for providing a powerful, positive and compelling reason for having had to change your structure
- It’s necessary to support your people, staying positive in the face of change, and reminding people why they matter to the success of the company particularly after a disruption
  - Everyone wants meaning and purpose in their life and in their work

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