



Function Follows Form - Building Organizations for Change and Disruption

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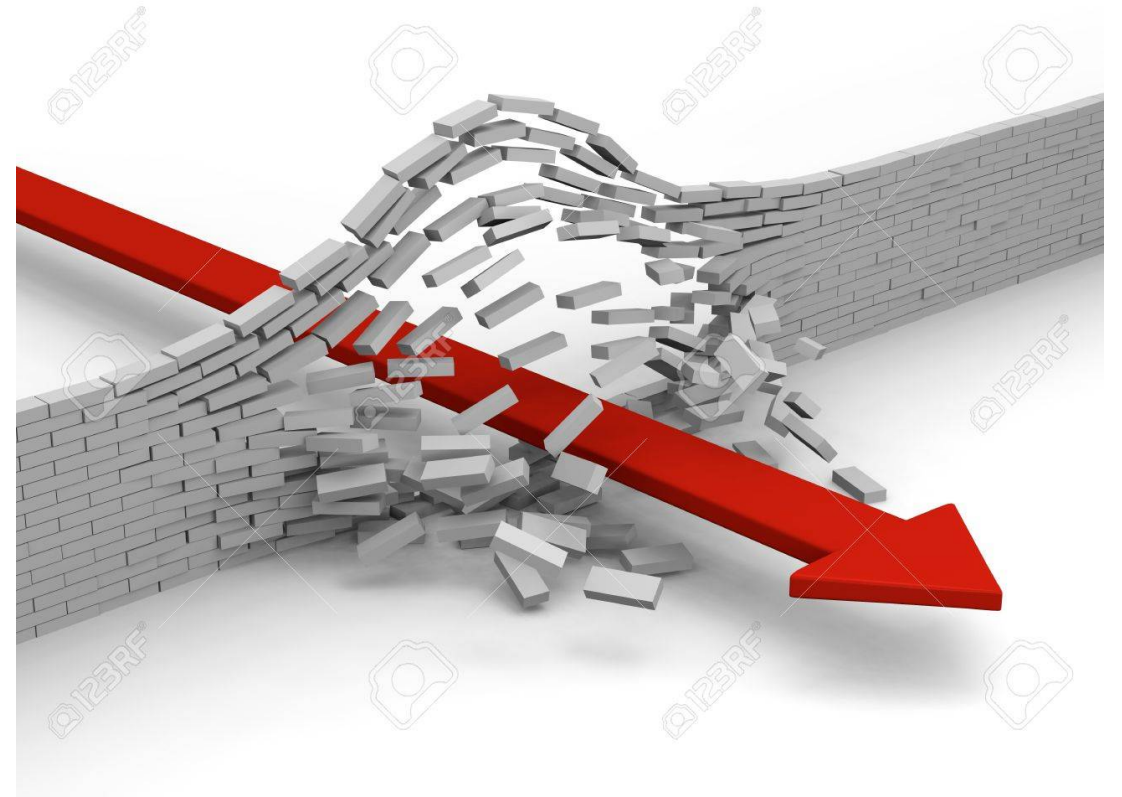


Function Follows Form, Form Follows Function?

- An architect named Louis Sullivan coined the architectural philosophy that form follows function
- This form follows function, function follows form debate has spilled over from architecture to other types of design, from product design to software design
- Sullivan was a mentor to Frank Lloyd Wright. Wright took it further saying, “the higher truth is that form and function are one.”

Change & Disruption are Here

Are you ready for it?





Critical Role of Organizational Design

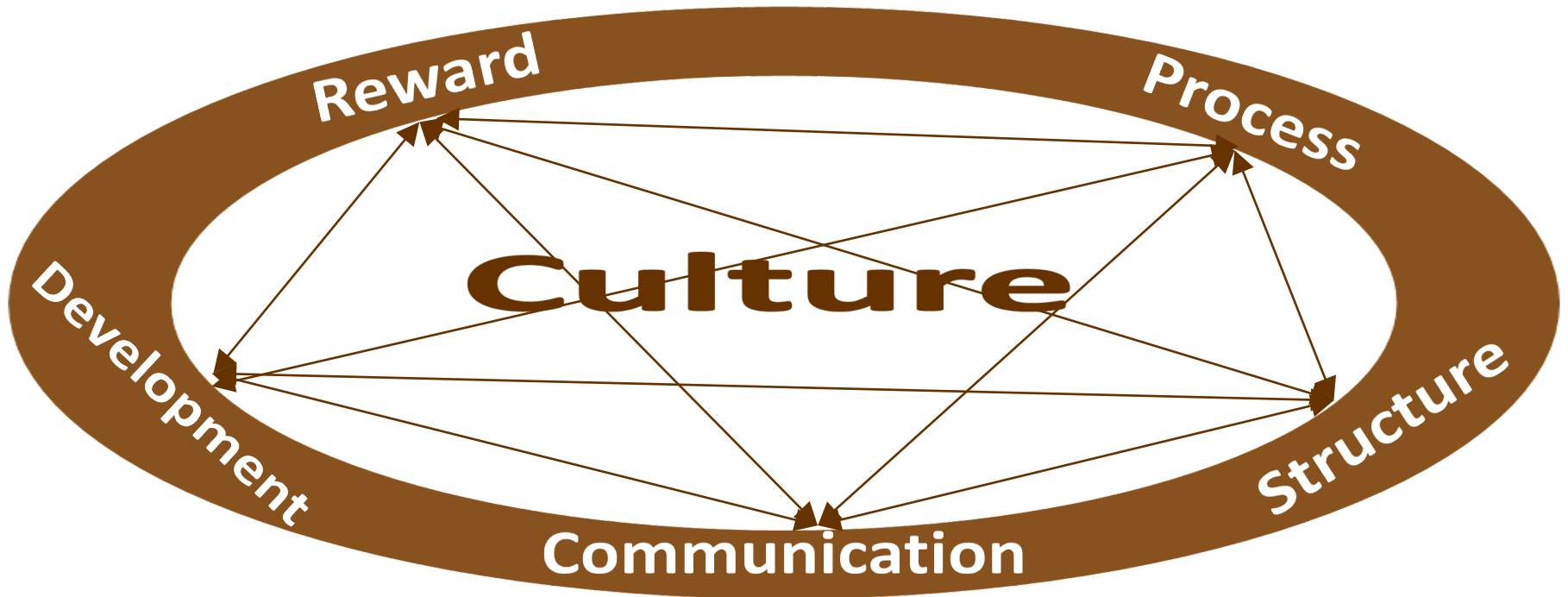
- Public organizations have been built for stability – BUT:
- World is changing rapidly: policy changes, resource changes, demographics, COVID, workforce behavior changes.
- Nimbleness and flexibility are critically important
- Ability to respond to changing conditions while maintaining forward momentum may now be more valuable than traditional stability

Elements of Organizational Design

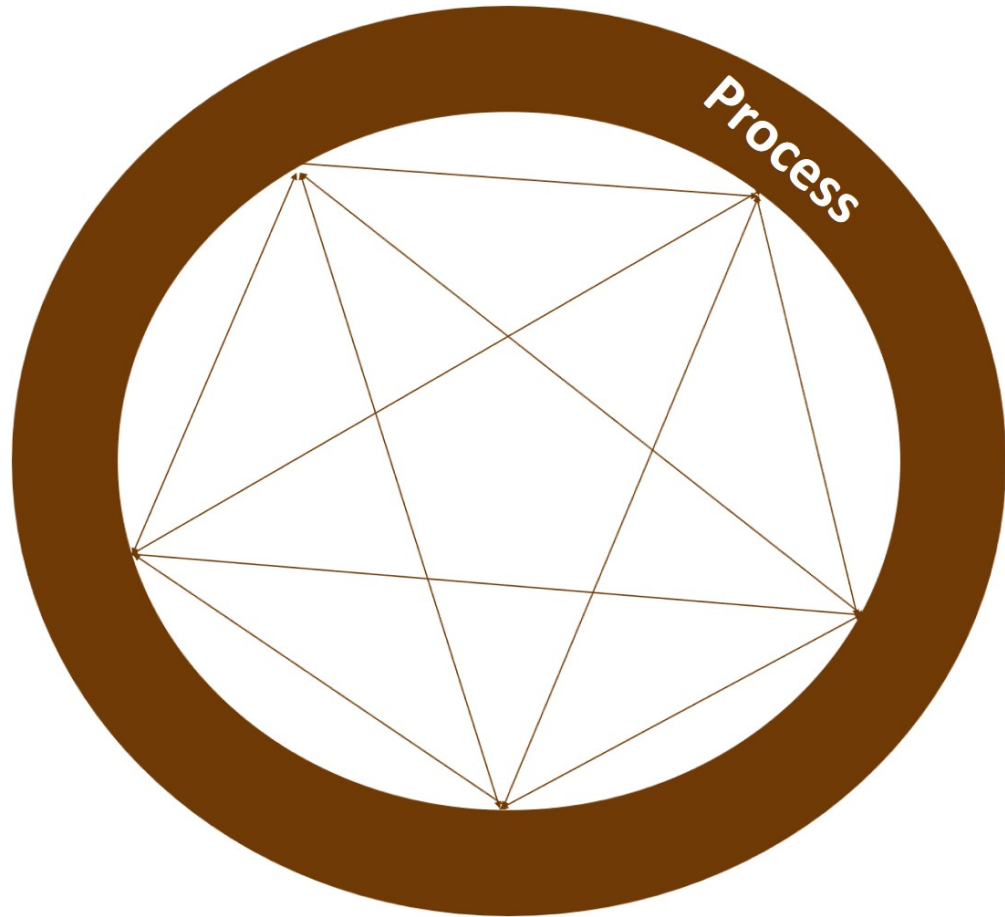


Elements of Organizational Design



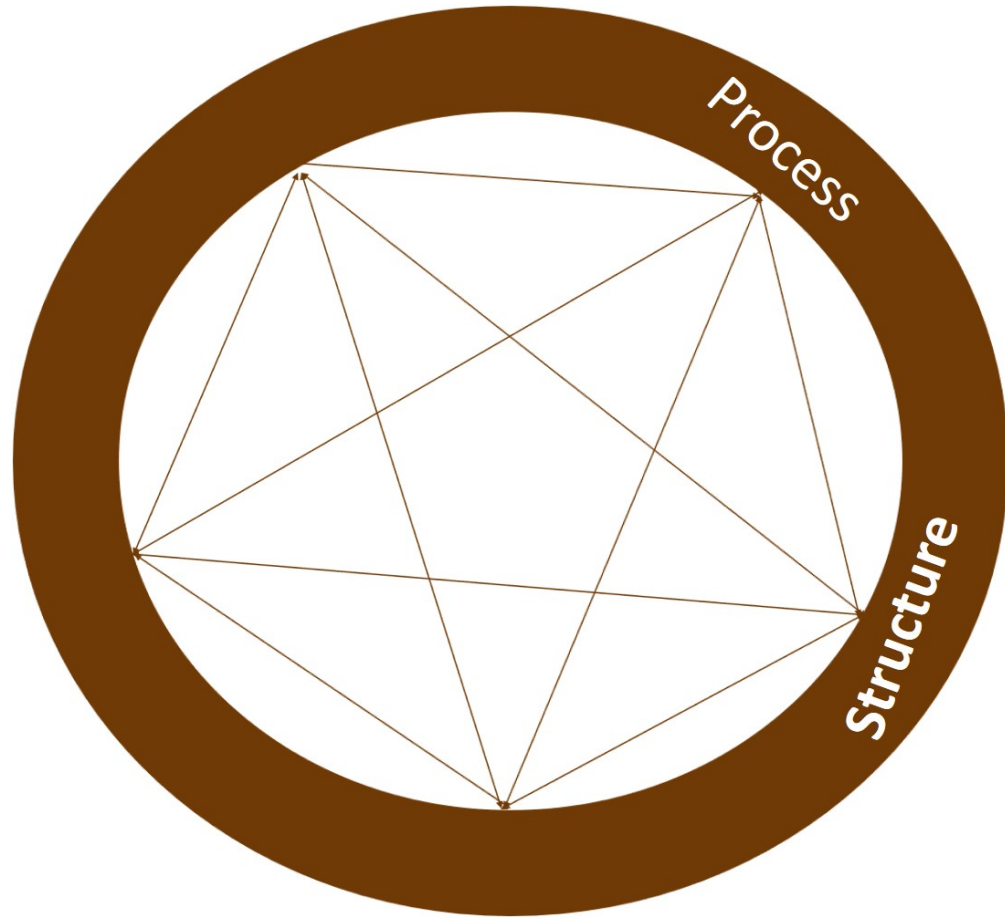


Building For Change and Disruption



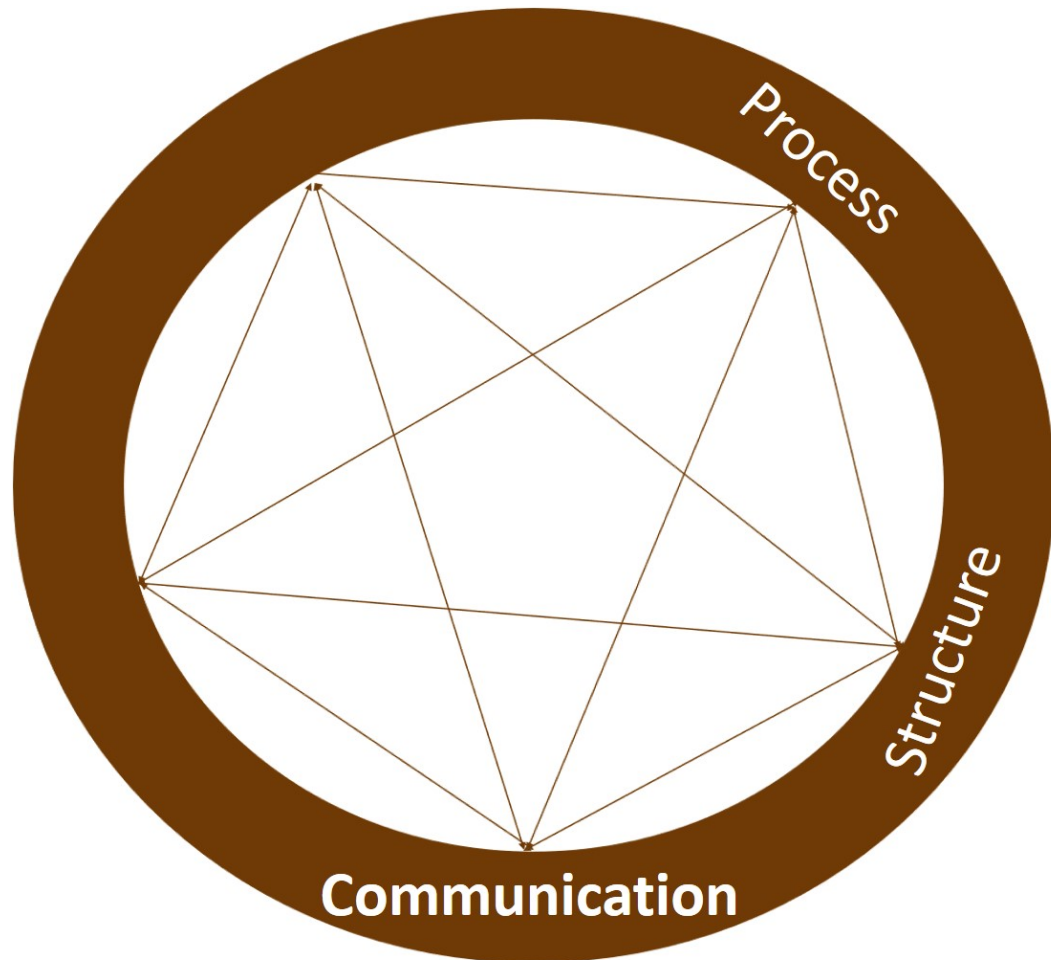
- Value-add business processes that are accurate, consistent and efficient

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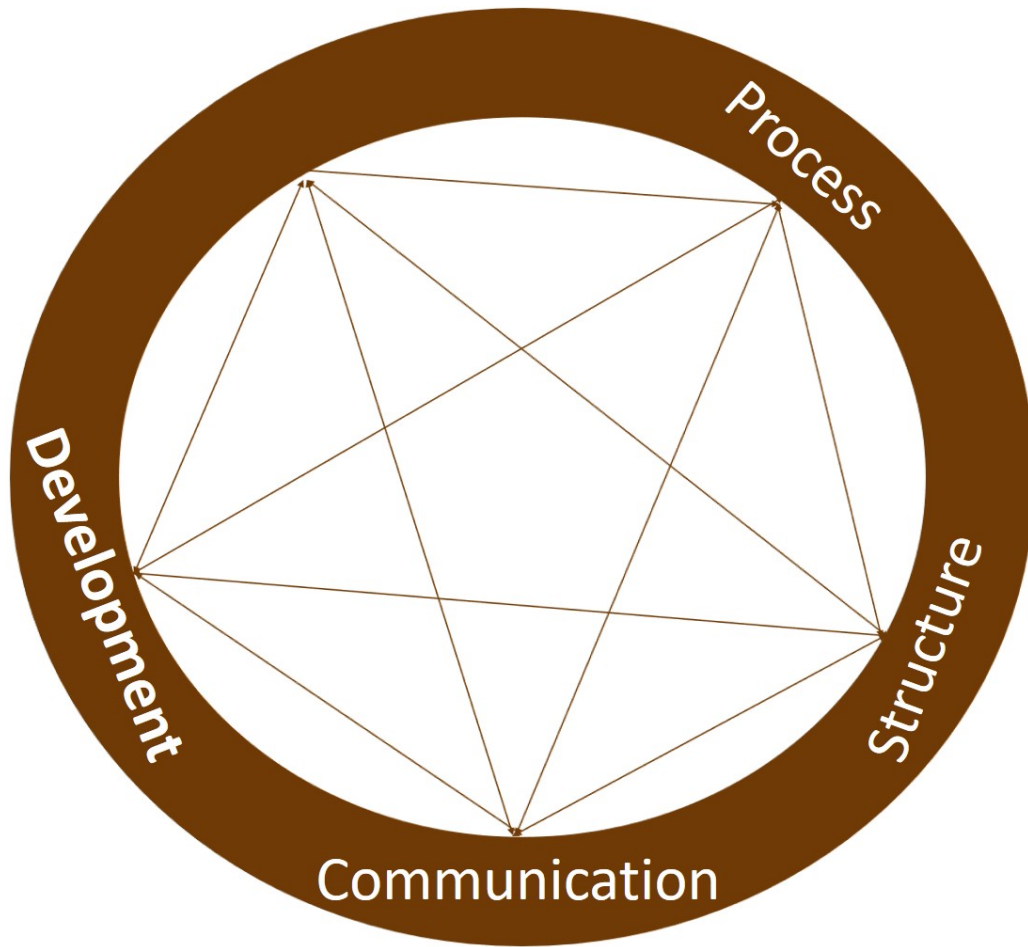
- Clear expectations and accountability for performance and behavior
- Clear line of sight from individual role performance to organizational goals and mission (the Purpose)
- A flatter reporting structure to facilitate employee decision-making

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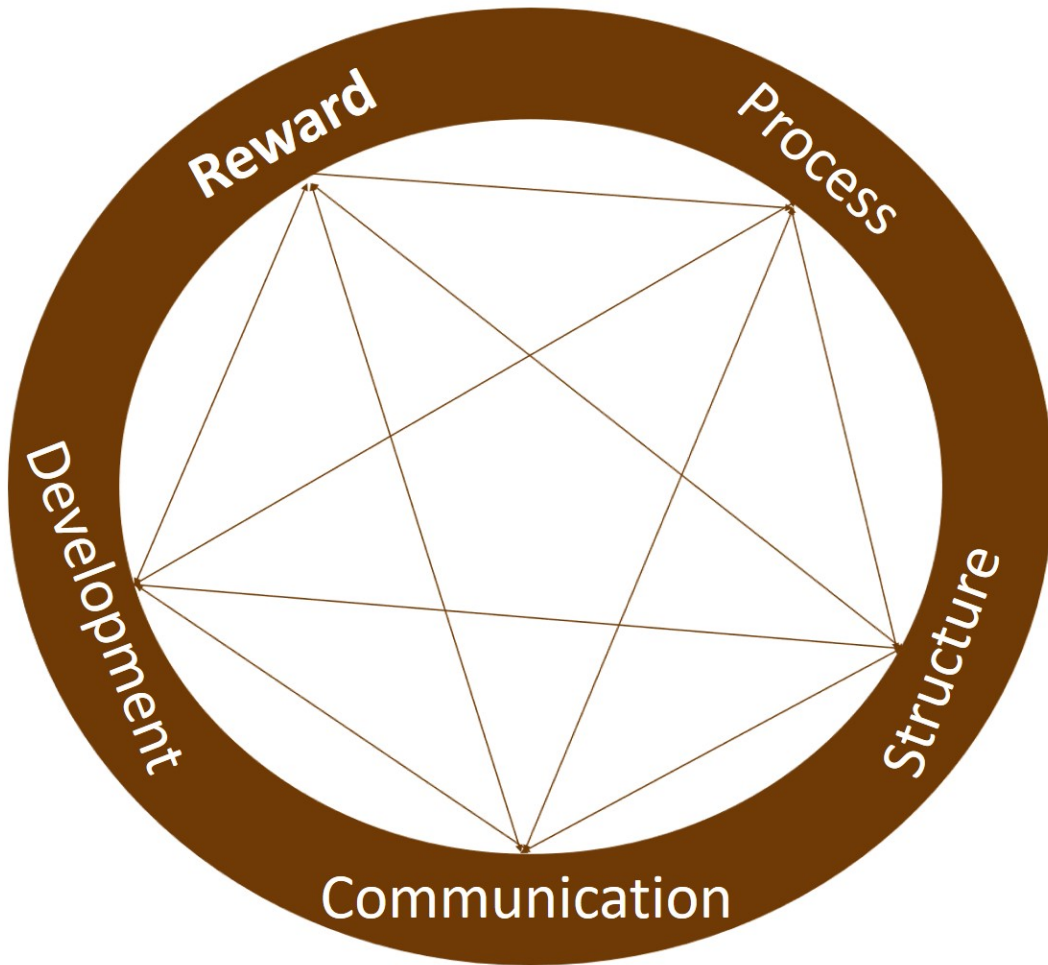
- Transparent and regular communication from managers
- Open channels for communication up, down and across the organizational structure

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- Right people in the right roles
- Managers who know how to *manage*
- Cross training

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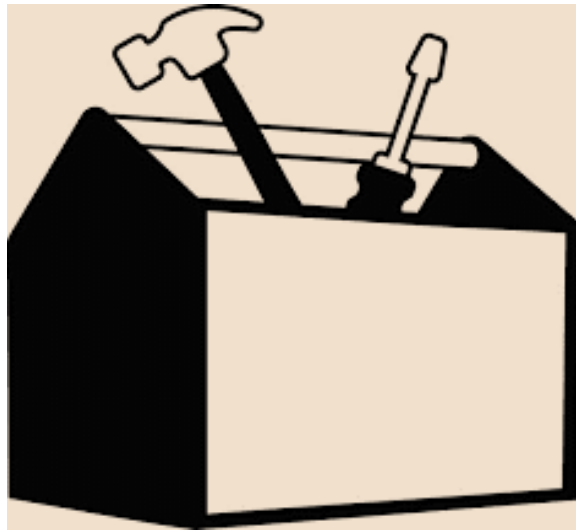
- Recognition and rewards that align with objectives
- Appropriate classification

Building For Change and Disruption



- Culture that supports innovation and acceptable levels of risk taking
- A fully *engaged* workforce

Your Toolkit



- Job/Role Descriptions Competencies
- Performance appraisals and feedback mechanisms
- Meetings
- Onboarding process
- Training and cross-training processes
- Succession management
- Dashboards
- Slack/Teams/Yammer



Tips for Aligning Form with Function

- Be intentional
- Offer a vision
- Focus on people as much as process
- Value managers as much as leaders



Thank you!



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