



Task 4

Transform

Develop an organizational design for the new entity. Define roles and responsibilities.

Transform: Design and plan the new department

Design the new unit and decide who will work in there

In the last module, you learned about the different stakeholders at FABREX, their concerns and hopes with the new department. Now it is time to get concrete: How exactly should the new department and the organigram of FABREX look like? How will the new department work together with the rest of the firm? Which job roles will you need in the new department? Who will be transferred, and which roles will you hire externally?

This part of the FABREX simulation comprises four separate steps:

- 1. Organizational design**
Goal: Fix the organizational design of the new entity and how it will work together with the rest of FABREX.
- 2. Job roles**
Goal: Based on the organizational design, decide which job roles will be needed in the new entity.
- 3. Transfer & Upskilling Decisions**
Goal: Decide which employees will be internally transferred to the new entity and plan their transition.
- 4. External Recruiting**
Goal: Decide which roles will be hired externally and prepare the recruiting process.

Your tasks

Your task comprises the following points:

Each of them is described in more detail on the subsequent pages.

Today you – as change consultant – will work together with the HR department (the class). **Your task is to guide the HR people through the day to make some hard decisions and develop the needed material. This includes the following aspects:**

1. Develop a proposal for the organizational design, present it to the class. Discuss and refine it.
2. Prepare a short presentation about job roles (what are they?) and explain it to the class.
3. Based on your proposal for the organizational design, what job roles do you propose that will be needed in the new department?
4. Guide the class through a workshop to come up with the transfer and recruiting decisions.

Transform: Design and plan the new department

Agenda of the session

Timing (hrs:min)	Content
00:00 – 00:10	<p>Welcome and introduction You will welcome everyone to class. Start with the following points:</p> <ul style="list-style-type: none"> - What happened last week? - Goals of the day
00:10 – 00:20	<p>Presentation: Fabrex' new organigram and organizational model Give a short presentation about the new organigram and how you envision the collaboration with other departments based on your work on the MIRO-Board (10 minutes max).</p>
00:20 – 00:50	<p>Feedback, discussion and refinement of organizational model Collect feedback from the class on your organigram proposal and discuss it with them. If you like, you can adapt the organigram during the discussion.</p>
00:50 – 01:05	<p>Presentation: Job roles at the new department Present the concept of job roles and role descriptions. Based your proposal for the organizational model: What job roles will be required for the new department? Do we need to add something after the feedback (previous step)?</p>
01:05 – 01:50	<p>Workshop Part 1: Transfer and Upskilling Your task is now to guide the group through a workshop to come up with decisions of who should be transferred to the new department from within Fabrex.</p>
01:50 – 02:20	<p>Workshop Part 2: External Recruitment) In the final part of the workshop, the group needs to decide which role will be recruited externally and develop requirement sheets for them.</p>
02:20 – 02:45	<p>Method debrief and outlook (done by lecturer)</p>

Note: The agenda does not yet include a break. It is your responsibility to schedule this as well.

Transform: Design and plan the new department

What we already know from the executive board

Initial Information

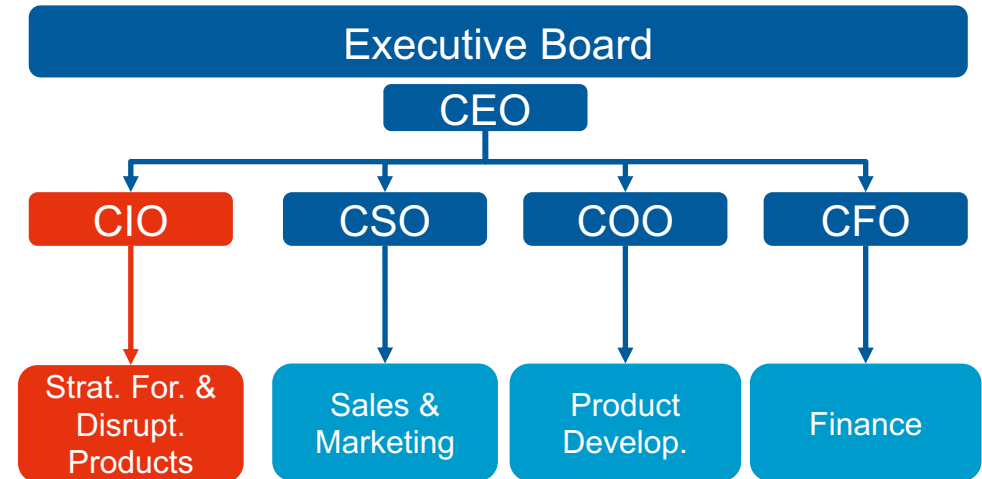
We already know that the executive board of FABREX has decided to establish a new organizational entity called “**Strategic Foresight & Disruptive Products**,” which will be led by the recently hired CIO (see on the right).

The goal of the new division is to apply strategic foresight, scout trends & new technologies, implement an innovation process for the company, and drive innovation activities from within. Also, the new entity has the task to initiate collaborations with innovative startups.

This is what we already know of the new entity:

- The head of it will be the new CIO
- The new entity should comprise around 15 people
- Most of the people have to be recruited and transferred from within FABREX (**which might need some training**)
- There is budget to hire 1-3 key positions externally

Now what is needed is a detailed plan how the new entity should look like, how it will work together with the other departments, which job roles will be needed and – based on that – who will be transferred internally, and which positions will be recruited.



Departments with division heads of the executive board.

Departments with other division heads.



Presentation: Planning the new entity

Propose the organizational model of the new entity and ideas, how it will work together with the other departments.

Task 4a: Propose the organizational model and processes of the new entity

Your first task is to propose a concrete picture (model) how the new entity should look like and present it to the class. Therefore, think about the following questions based on the previously described tasks of the new department:

1. While the entire new entity will comprise 15 people in total, it might make sense to divide them into smaller sub-teams with special focus. How many sub-teams do you propose? What will be their focus?
2. How are the responsibilities divided within the sub-teams and how will they work together? Think about entire value chain from foresight activities to development of innovations.
3. How will the new entity work together with the rest of FABREX? What are key processes to ensure knowledge transfer?

Your task: Present a concept of the new organizational model. Therefore, prepare the first part of the MIRO Board (see right) and present it to the class (around 10 minutes) organization. The presentation should cover the following points:

- Describe again the goal of the new entity as set out by the FABREX board
- Specify the tasks of the new department based on the given information
- Visualize your idea of the organizational model on the MIRO Board (take the example on the next page as an inspiration)
- Answer the questions above within your presentation

Present your idea of the new department directly on the MIRO Board. After the presentation, collect feedback from the class and see, whether we want to refine certain aspects.

Presentation: Planning the new entity

Propose the organizational model of the new entity and ideas, how it will work together with the other departments.

Task 4b: Give a short presentation about job roles

Prepare a short presentation about job roles and the Job Role Canvas as a specific tool. The presentation should include the following information:

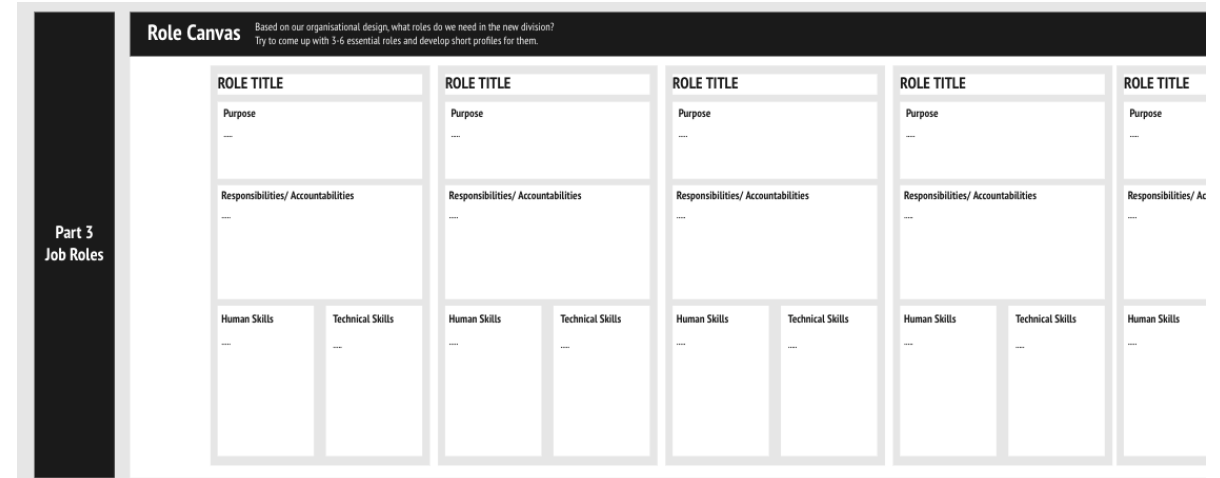
1. What are job roles and what are their benefits?
2. What are typical examples of job roles?
3. What is the Job Role Canvas and which elements does it contain?

Task 4c: Describe the most important Job Roles for the new department

Based on your proposal for the organizational design, what job roles do you propose for the new department?

1. Propose between 3-6 job roles for the new department and already describe them on the MIRO-Board (see right).
2. Present them to the class and collect feedback.

(see pages 10 – 11 for more information and inspiration)



Role Canvas Based on our organisational design, what roles do we need in the new division? Try to come up with 3-6 essential roles and develop short profiles for them.

ROLE TITLE	ROLE TITLE	ROLE TITLE	ROLE TITLE	ROLE TITLE
Purpose ---	Purpose ---	Purpose ---	Purpose ---	Purpose ---
Responsibilities/ Accountabilities ---	Responsibilities/ Accountabilities ---	Responsibilities/ Accountabilities ---	Responsibilities/ Accountabilities ---	Responsibilities/ Accountabilities ---
Human Skills ---	Technical Skills ---	Human Skills ---	Technical Skills ---	Human Skills ---

Part 3
Job Roles

Describe your proposed Job Roles for FABREX' new department here.

Presentation: Planning the new entity

Propose the organizational model of the new entity and ideas, how it will work together with the other departments.

Task 4d: Conduct a workshop with the HR department

Now it is the time for tough decisions: We need to decide which roles will be internally transferred to the new department and which key positions will be hired externally? During the final part of the day, you – as change consultants – conduct a workshop with the HR department to come up with transfer decisions.

Workshop Part 1: Transfer and Upskilling

Divide the class in groups and let them develop proposals for possible transfers of FABREX employees based on the framework of the MIRO board. Ideally, proposal should come from employees of which we have persona profiles.

The transfer proposals should be presented to the entire class. The board of directors (which you need to assign) has to come up with the final decision, if a transfer is granted or not.

Workshop Part 2: External Recruiting

Now that we know, which job roles we can fill in by internal transfers, we need to decide for the external hires. Divide the class in groups and let them develop proposals for the key positions that they would hire externally.

Part 4 Transfer and Recruiting Decision

Transfer and Upskilling New 21 is the time for hard decisions. Which of the FABREX employees do we transfer to the new department? Ideally, job people from the person services. Only in case if there are not enough, you may need new characters.

Transfer 1 Name: Previous Department: New Job Role: Development plan: What core competences/ capabilities should the new job? How can we support the person during the transition? Transition plan: How can we support the person during the transition? What are concrete activities to ensure a smooth transition also from the perspective of other stakeholders?	Transfer 4 Name: Previous Department: New Job Role: Development plan: What core competences/ capabilities should the new job? How can we support the person during the transition? Transition plan: How can we support the person during the transition? What are concrete activities to ensure a smooth transition also from the perspective of other stakeholders?	Transfer 7 Name: Previous Department: New Job Role: Development plan: What core competences/ capabilities should the new job? How can we support the person during the transition? Transition plan: How can we support the person during the transition? What are concrete activities to ensure a smooth transition also from the perspective of other stakeholders?
Transfer 2 Name: Previous Department: New Job Role: Development plan: What core competences/ capabilities should the new job? How can we support the person during the transition? Transition plan: How can we support the person during the transition? What are concrete activities to ensure a smooth transition also from the perspective of other stakeholders?	Transfer 5 Name: Previous Department: New Job Role: Development plan: What core competences/ capabilities should the new job? How can we support the person during the transition? Transition plan: How can we support the person during the transition? What are concrete activities to ensure a smooth transition also from the perspective of other stakeholders?	Transfer 8 Name: Previous Department: New Job Role: Development plan: What core competences/ capabilities should the new job? How can we support the person during the transition? Transition plan: How can we support the person during the transition? What are concrete activities to ensure a smooth transition also from the perspective of other stakeholders?
Transfer 3 Name: Previous Department: New Job Role: Development plan: What core competences/ capabilities should the new job? How can we support the person during the transition? Transition plan: How can we support the person during the transition? What are concrete activities to ensure a smooth transition also from the perspective of other stakeholders?	Transfer 6 Name: Previous Department: New Job Role: Development plan: What core competences/ capabilities should the new job? How can we support the person during the transition? Transition plan: How can we support the person during the transition? What are concrete activities to ensure a smooth transition also from the perspective of other stakeholders?	Transfer 9 Name: Previous Department: New Job Role: Development plan: What core competences/ capabilities should the new job? How can we support the person during the transition? Transition plan: How can we support the person during the transition? What are concrete activities to ensure a smooth transition also from the perspective of other stakeholders?

External Recruiting

Hire 1 Job Role: What hard skills and experience should the person have? What kind of personality/ social skills should the personality have?	Hire 2 Job Role: What hard skills and experience should the person have? What kind of personality/ social skills should the personality have?	Hire 3 Job Role: What hard skills and experience should the person have? What kind of personality/ social skills should the personality have?
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Designing the end goal

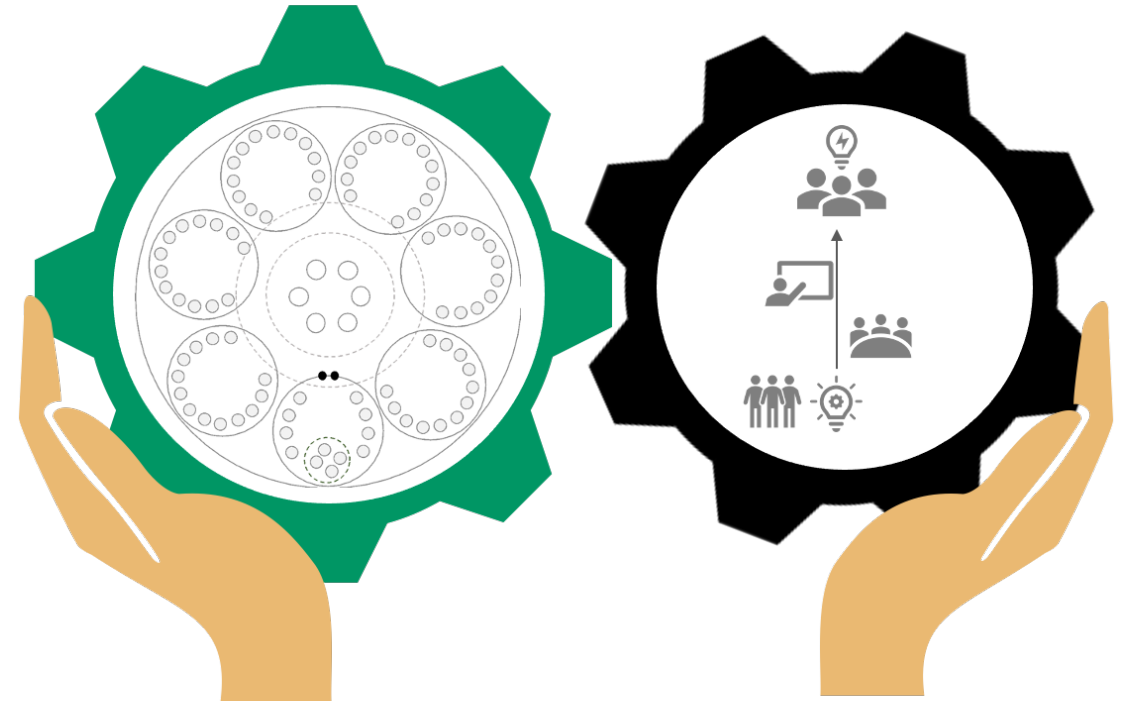
Develop a concrete picture how the organization will look like after the transformation

Working towards organizational ambidexterity

In the case of Fabrex, the goal is to manage the establishment of a new division which will work on innovative topics. Therefore, the goal is to come up with an organizational design that is based on the idea of organizational ambidexterity.

Organizational ambidexterity refers to the ability of an organization to simultaneously pursue both exploration and exploitation activities. Exploration involves seeking out new and innovative ways to create value, such as developing new products or services, entering new markets, or adopting new technologies. Exploitation, on the other hand, involves maximizing the value of existing resources, such as optimizing processes, improving efficiency, and leveraging existing capabilities.

Organizational ambidexterity is important because it allows organizations to adapt to changing environments and markets, while also maintaining their current operations and maximizing value. It is a challenging balancing act, as the focus on exploration often requires resources and time that may be needed for exploitation, and vice versa. There are various approaches and strategies that organizations can use to promote organizational ambidexterity, including establishing separate units or teams for exploration and exploitation, encouraging cross-functional collaboration and communication, and fostering a culture that values both innovation and efficiency.



Designing the end goal

Develop a concrete picture how the organization will look like after the transformation

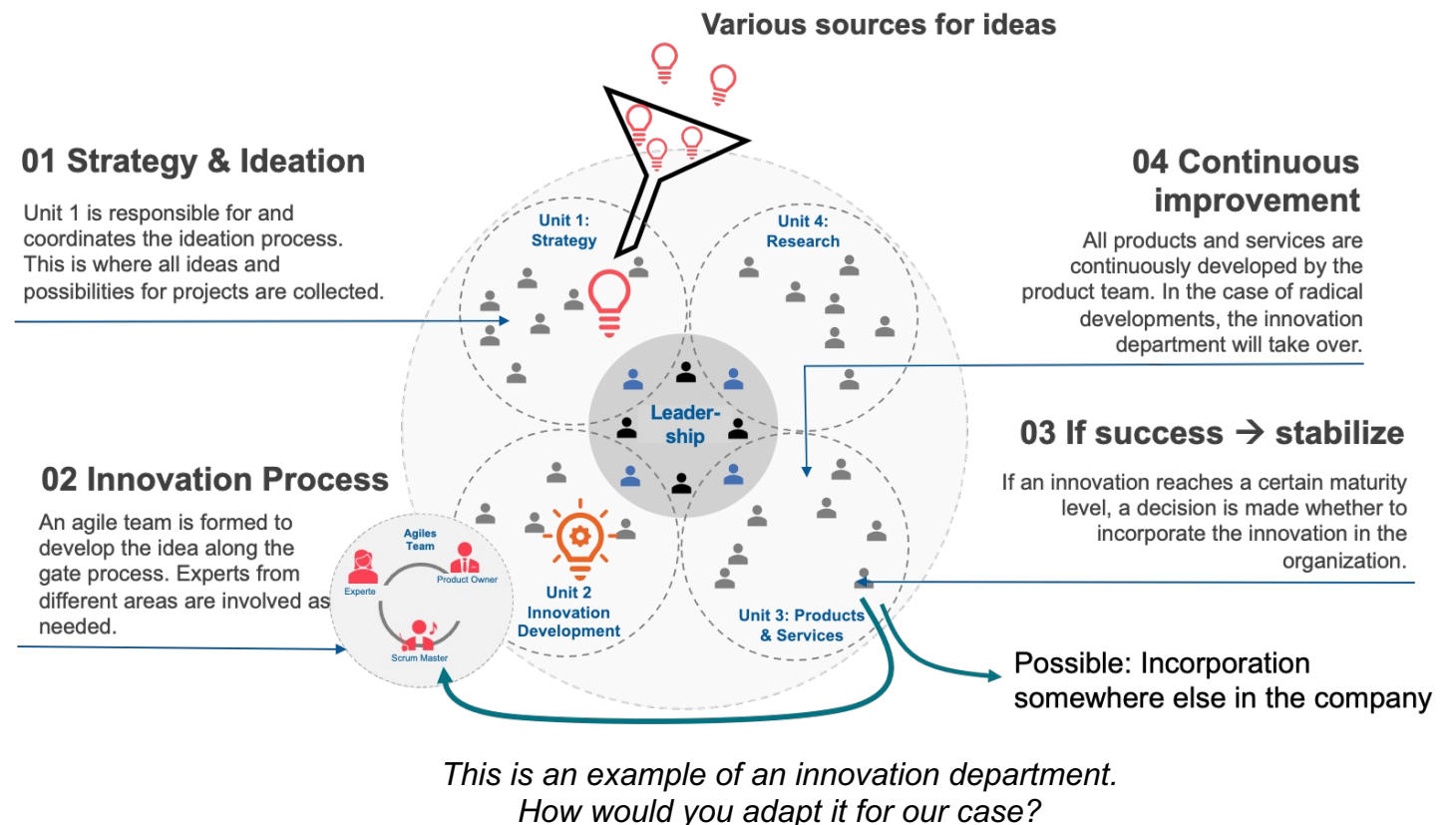
Defining sub-teams that make sense

The new unit will comprise around 15 people. As the new unit also has to fulfill a wide range of tasks, it might make sense to divide it in certain sub-teams (2 to 4). One sub-team should always work towards a common goal and have clear responsibilities, which are different from the other teams.

On the right side, you see an example of an innovation department. Here, the company decided to have four different units:

- 1) **Strategy & Innovation**, which is mainly responsible for the sourcing and development of new ideas;
- 2) **Innovation Development**, which is responsible for the development of first prototypes until an innovation reaches market entry;
- 3) **Product & Services**, as an entity that scales the new products in the market (until they might be big enough to form a separate team);
- 4) **Research**, as an entity that conducts market research and supports all others with their internal services (e.g., customer insights).

Take this example as inspiration to think about the structure of the new department at FABREX.



Describe the roles that will be needed in the new department

Develop a concrete picture how the organization will look like after the transformation

What are job roles?

A job role is a set of responsibilities, tasks, and activities that make up a specific job within an organization. It defines the specific duties and expectations of an employee in a particular position, as well as the skills and knowledge that are required to perform the job effectively. Job roles may vary depending on the size and type of organization, as well as the specific industry in which it operates. Some common examples of job roles include manager, customer service representative, salesperson, marketing specialist, and software developer.

On the right side, you find four examples of job profiles (short descriptions).

Job roles can be described via a Job Role Canvas (see next page).

Strategist
Responsibility for strategy development in defined area and participation in strategy process.

Ideation Manager
Responsibility for selection and coordination of ideas for new projects, products or business models.

Data Custodian
Responsibility for the data management process (governance) at ME.

Product Owner
Responsibility for a specific business model, including product development and operations.

Exemplary job roles.

*Which job roles do we need in the new department at FABREX?
How would you describe them?*

Describe the roles that will be needed in the new department

Develop a concrete picture how the organization will look like after the transformation

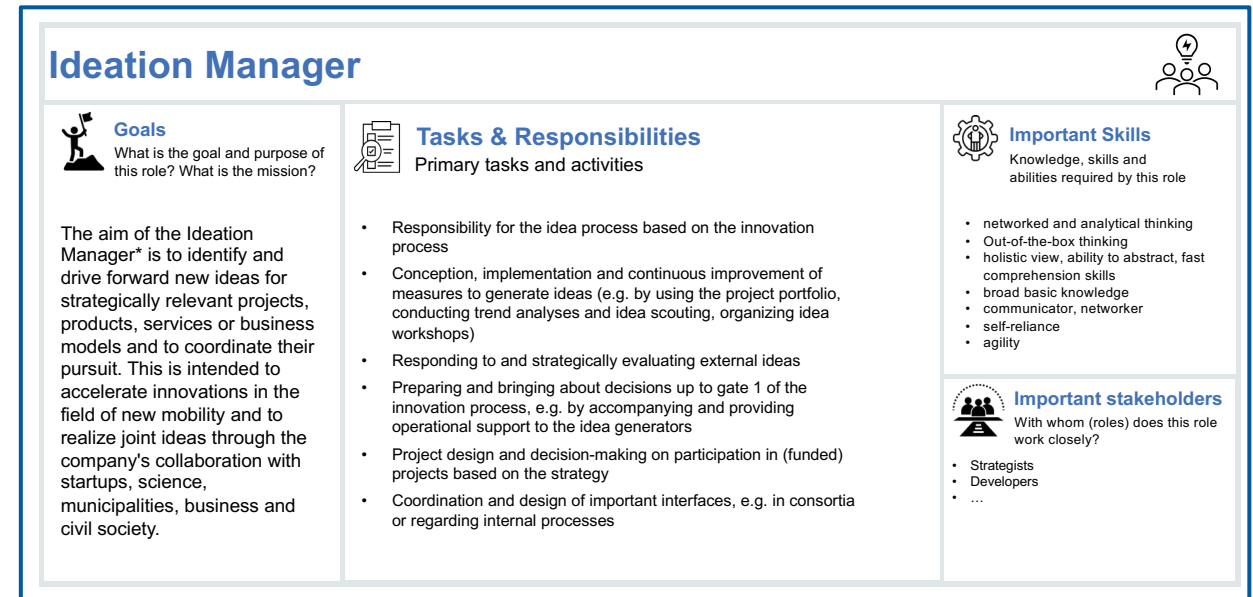
Describing job roles

The Job Role Canvas is a tool that helps organizations define and document the key components of a specific job role. It provides a concise representation of the various elements that make up a job, including the duties and responsibilities, and the skills and knowledge required.

The Job Role Canvas is typically organized into four main sections:

1. **Purpose:** This section outlines the overall purpose and objectives of the job role, as well as the impact and value it brings to the organization.
2. **Responsibilities:** This section lists the specific tasks and activities that the employee in this role is responsible for completing.
3. **Skills and Knowledge:** This section outlines the specific skills and knowledge that are required to perform the job role effectively.
4. **Stakeholders:** This section identifies the key stakeholders who are impacted by the job role, including internal and external customers, team members, and other departments or divisions within the organization.

The Job Role Canvas is a useful tool for organizations to clearly define the expectations and requirements of a specific job role, as well as to communicate these expectations to employees and other stakeholders. It can also be helpful for employees to understand the scope and focus of their role within the organization, and to identify areas for personal and professional development.



Exemplary job role canvas.