



# Organizational Backbone

How to create deep and sustainable  
alignment in organizations

**bridgingpositions**

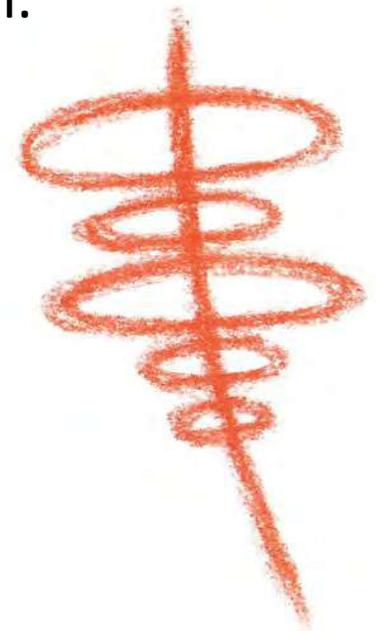
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# Why is it called Organizational Backbone?

- ▶ The backbone is the central element of a skeleton.
- ▶ It is the central axis from which every mayor movement of the body originates. Without an intact backbone almost any movement of the body is either painful or not working at all.
- ▶ Taking this metaphor of the backbone to an organization, the Organizational Backbone is its fundament; it allows a company to focus its energy.
- ▶ The process aligns and orientates the organization throughout, starting from the executive management team through to each employee.



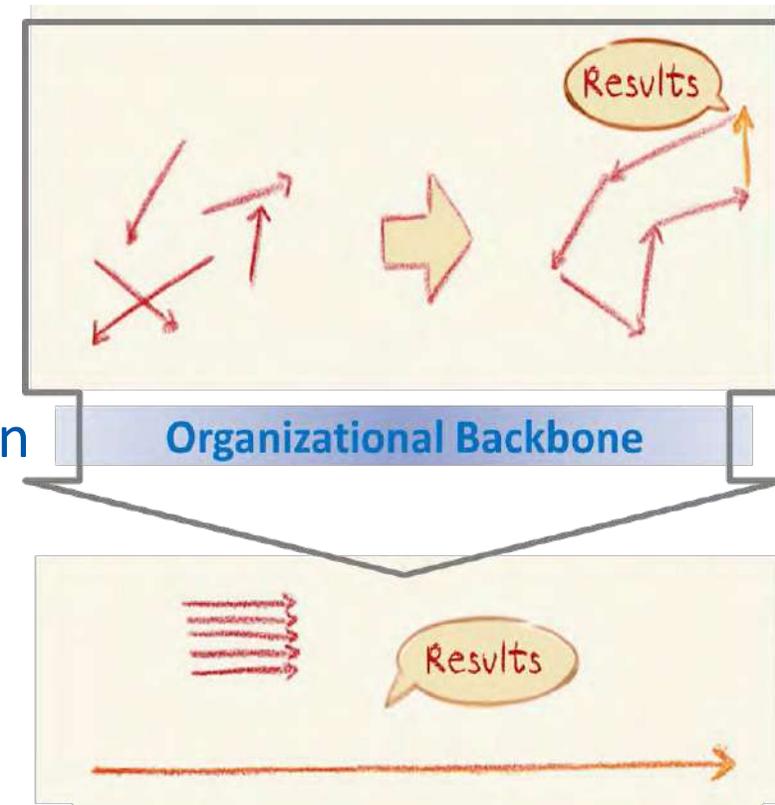
- ▶ The Organizational Backbone Process generates peak alignment, orientation, focus and concentration of efforts in an organization. It's the premise to unleash an organization's full potential and to create the highest joint results and effects throughout the organization.
- ▶ It is a top down process, which in itself is deeply rooted in the organizational comprehension and wisdom.
- ▶ It is about building a committed and mutually accountable executive management team:
  - ▶ that is dedicated to jointly lead the organization into its greatest possible future
  - ▶ that takes the entire organization along on this journey
- ▶ A coherent Organizational Backbone gives all actions a common goal, all staff members a clear orientation and, far more importantly, an identity and propulsion.



## When to use / apply:

- ▶ When **formerly separate organizations need to integrate** and develop one joint identity.
- ▶ When **momentum is scattered in the cooperation** of teams, departments or businesses. Whenever they do not pull the same side of the rope.
- ▶ When a propelling **VISION** for the company, the business unit, the team etc. needs to be developed.
- ▶ When there is **no deeper understanding** of what it is, that the organization and its parts are aiming for, what the purpose is.
- ▶ In difficult business circumstances where the **alignment, orientation, focus and concentration** on the essential is success critical.

➔ **Here the Organizational Backbone Process highly effective.**





***Ambition***

Vision

*Where do we want to go?*

***Pathway***

Strategy

*How do we get there?*

***Purpose & Values***

Mission

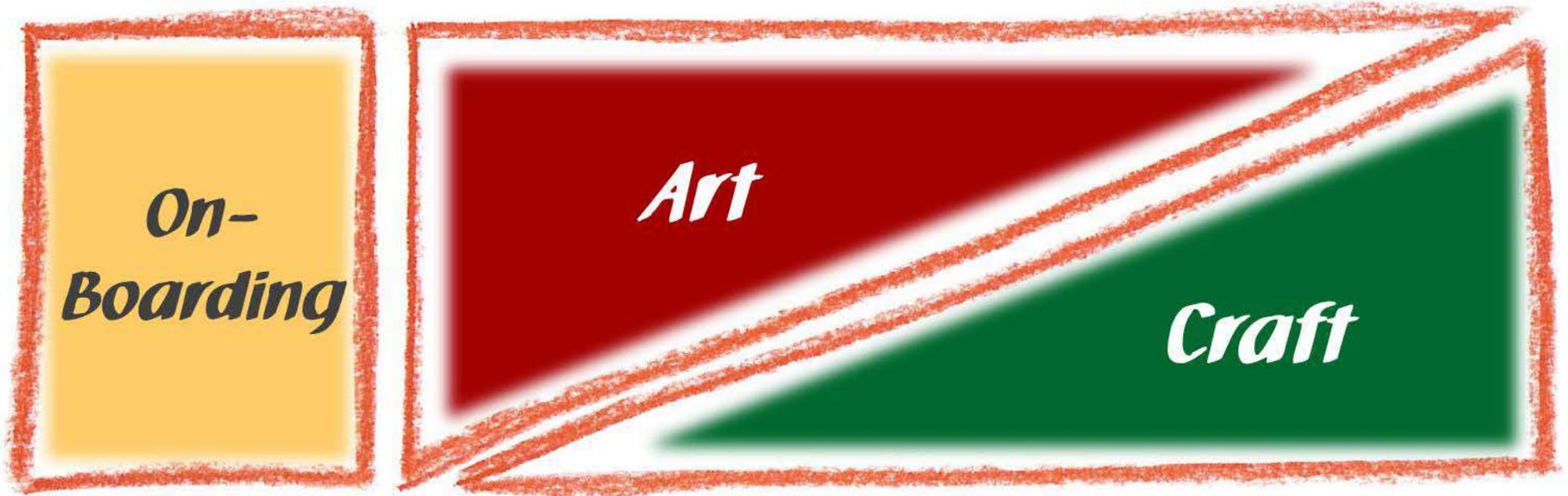
*Who are we?  
Why do we exist?*

***Brand***

*What do we stand for?*

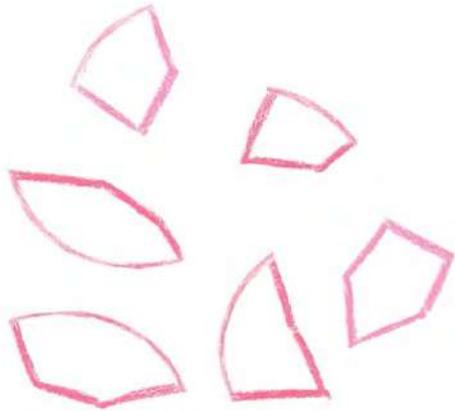
***History***

*Where do we come from?*



1. **Onboarding.** (Get the right people necessary to bring your intention to life on boat. Get their will and commitment for the change intention.)
2. **The ART.** (the actual planning and designing of how to reach you change intention takes place here)
3. **The CRAFT.** (no plan, no matter how good designed and worked out creates any effect unless it is implement. When we talk about craft, this is the every day discipline to carry out what was planned and designed during the art phase.)





## Step 1. Onboarding Interviews & Sessions:

What are the relevant pieces in terms of people and topics we are dealing with?

- Collecting and gathering of relevant information
- What is the situation
- Definition of further proceeding

## Step 2. Art I Teambuilding:

Bring the relevant pieces together and start a bonding process.

- Organizational Backbone I
  - **History:** Where do we come from?
  - **Brand:** What do we stand for?
  - **Purpose:** Who are we? What are we here for?

## Step 3. Art II Alignment:

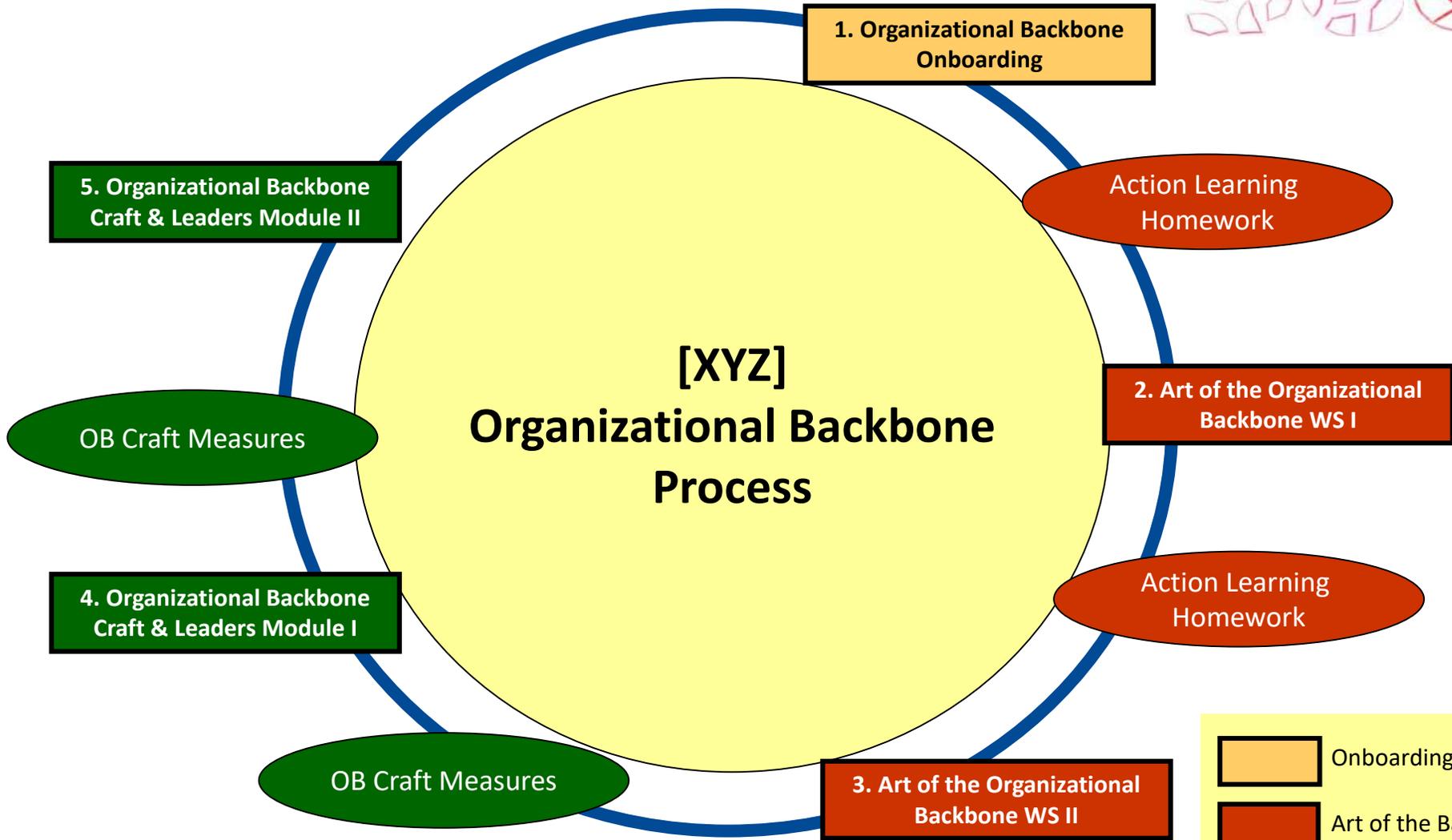
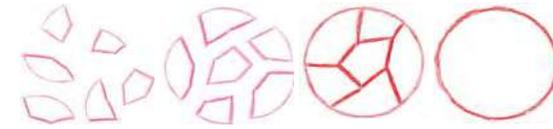
Fit the relevant pieces together and form a unity together.

- Organizational Backbone II
  - **Ambition:** Where do we want to go?
  - **Pathway:** How do we get there
- Pot. Clarifying Interfaces workshop

## Step 4. Craft & Leadership Integration:

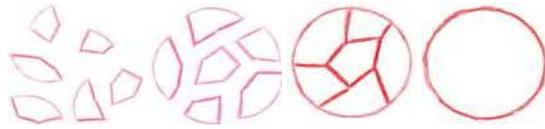
Merge the relevant pieces into a new organizational and leadership culture

- Crafting the new organizational reality
- Introducing and living the Organizational Backbone
  - How do we lead our organization?
  - How do we need to develop as leaders?



	Onboarding
	Art of the Backbone
	Craft of the Backbone

# Sample Timeline of an Organizational Backbone Process



Predictability about actual needs and necessities in organization and Mgmt → High clarity about Intervention

Non- predictability of the actual needs and necessities in organization and Mgmt → needs to be worked out.

-  Onboarding
-  Art of the Backbone
-  Craft of the Backbone

# Onboarding

  
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## **Build up (Leadership / Organizational) alignment and commitment for the Backbone Transformation Process**

Onboarding is the first vital step in the 3 steps to change model. Here it is the Onboarding of the relevant Decision Makers / Mgmt. Team.

It is the indispensable precondition to **ensure the necessary political will** in the relevant Executive Management Team [called EMT] for holding the Organizational Backbone Process and implementing / executing its outcomes!

Without this political will and commitment neither the ART- nor CRAFT-Step will become effective.

## 3-4 hours Onboarding Workshop

### Welcome & Why this Onboarding

#### Dialogue:

- Why should we do this effort?
- Creating an attractive future outlook

### Input on Organizational Backbone

#### Dialogue:

- On the Organizational Backbone
- The Frame and Context we operate in

### Preparing for ART I:

- Exploring the Organizational History
- Appreciative Inquiry Interviews

### Wrap Up and Check-Out

- ▶ Build a joint sense of urgency / necessity
- ▶ Create a first shared target picture of *'how good could look like'* for the organizational future
- ▶ Understand and process the Organizational Backbone Process
- ▶ Consider and reflect the organizational context / frame in respect to the Organizational Backbone Process

The relevant Decision Makers hold a series of dialogues in which they build alignment and commitment for the Organizational Backbone Approach.

Inputs are captured on Flipchart.



**2. Dialogue on:  
Creating a strong  
attractive future  
outlook**

**3. Dialogue on the  
Organizational  
Backbone**

**4. Dialogue on the  
outer Frame that  
we need to  
consider**

**5. Dialogue on  
what we need to  
look at and talk  
about!**

<b>1. Dialogue on: Why (What for) should we make this effort?</b>	<b>2. Dialogue on: Creating a strong attractive future outlook</b>	<b>3. Dialogue on: The Organizational Backbone</b>	<b>4. Dialogue on: The outer Frame that we need to consider</b>	<b>5. Dialogue on: What we need to look at and talk about!</b>
<i>What are the challenges we are facing?</i>	<i>What will be different if we are successful?</i>	<i>Questions that we have?</i>	<i>What is the wider Frame we need to consider?</i>	<i>What are the relevant questions we need to ask and find solutions for?</i>
<i>What sense of urgency do we have?</i>	<i>What will be in place?</i>	<i>Benefits of this approach?</i>	<i>How does this set us free?</i>	<i>What are the topics we need to tackle?</i>
<i>What happened if nothing happened?</i>	<i>What will someone from inside / outside perceive as different?</i>	<i>Concerns about this approach?</i>	<i>How does this constrain us?</i>	<i>What are the 2-4 burning issues that would really make a difference for us, if we had a successful way to deal with them?</i>
<p>...</p>	<p>...</p>	<p>...</p>	<p>...</p>	<p>...</p>

## The preparation of ART I serves to inquire the organization and its reality.

- The members of the EMT hold each **Appreciative Inquiry (AI) Interviews** with min. 3 people that:
  - do not come from their reporting line
  - from different hierarchical levels
  - come from different countries➔ learnings are brought to ART I

- **Option: Nature Reserve Workshop** can be held to inquire the organizational value drivers, strengths and uniqueness.  
➔ learnings are brought to ART I



➔ this builds a pride about the organization

# ART

  
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- ▶ The process is an intense inquiry and processing of the organizational reality done by the executive management team (EMT).
- ▶ When the team has worked itself through the Organizational Backbone Process it will have gained a clear shared understanding and will about the core elements of organizational leadership and direction.
- ▶ As a result it operates inside the organization with one sense of organizational purpose, strategy, ambition and with one set of values.
- ▶ The backbone process is strongly linked and rooted in the whole organization, and all of its hierarchical levels.
- ▶ It is the EMT's mutual struggle for a joint interpretation and perception of the organizational reality that is at the core of the Organizational Backbone.

# Example Agenda of 2x2 Day ART

Time	Day 1 Our Past & Who are we? What are we here for?	Day 2 How do we do what we do?
Morning I ca 09:00	<ul style="list-style-type: none"> <li>▶ Welcome and Outlook</li> <li>▶ Introduction of Frames</li> </ul>	<ul style="list-style-type: none"> <li>▶ Check In</li> <li>▶ <b>Review Purpose</b></li> </ul>
Morning II	<b>Our History</b> <ul style="list-style-type: none"> <li>▶ Continent Island</li> <li>▶ Timeline High/Low Lights</li> </ul>	<b>Our Values</b> <ul style="list-style-type: none"> <li>▶ What are the values?</li> <li>▶ Definition of values</li> </ul>
Lunch		
Afternoon I	<b>Our Brand</b> <ul style="list-style-type: none"> <li>▶ Metaphor Exercise</li> <li>▶ AI Treasure Box</li> </ul>	<b>CRAFT Preparation</b> <ul style="list-style-type: none"> <li>▶ How to introduce, test the elements</li> </ul>
Afternoon II	<b>Our Purpose</b> <ul style="list-style-type: none"> <li>▶ Session I, II</li> </ul>	<ul style="list-style-type: none"> <li>▶ Homework</li> <li>▶ Check out, Feedback &amp; Farewell</li> </ul>
Dinner		
Evening	<b>Our Purpose</b> <ul style="list-style-type: none"> <li>▶ Finalization Session</li> </ul>	

Day 1 Future Search How do we get there?	Day 2 Implementation Preparation
<ul style="list-style-type: none"> <li>▶ Welcome</li> <li>▶ Revisit outcomes of ART I</li> <li>▶ Organizational Feedback to elements</li> </ul>	<ul style="list-style-type: none"> <li>▶ Check In</li> <li>▶ Stakeholder Analysis</li> </ul>
<b>Our Ambition</b> <ul style="list-style-type: none"> <li>▶ Ambition Journaling</li> <li>▶ Best possible future</li> <li>▶ Step back from future</li> </ul>	<ul style="list-style-type: none"> <li>▶ Implementation Road Map / Choreography</li> </ul>
<b>Our Pathway</b> <ul style="list-style-type: none"> <li>▶ Continue   Stop   Start</li> <li>▶ Macro Areas of Attention</li> <li>▶ Work out Actions</li> </ul>	<ul style="list-style-type: none"> <li>▶ Work out Implementation / Communication Plan</li> <li>▶ Transfer to own Area of Responsibility</li> <li>▶ Feedback &amp; Farewell</li> </ul>
<ul style="list-style-type: none"> <li>▶ Leadership Stories</li> </ul>	

## Our Organizational Legacy

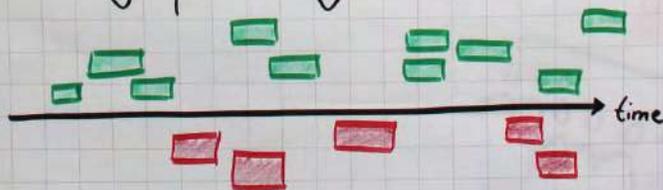
We will look back into the organization's past and review **high** & **low** lights we experienced inside the organization.

1. Gather in small groups and work on the past years - collect important

**high lights** ⇒ **on Post-Its**

**low lights** ⇒ **on Post-Its**

2. Share your insights in plenary while creating your Organization's Time Line.



## Understand the collective past to build on it

What was the organization going through in the past?

How does this play out today?

- What **highlights** and **lowlights** did we live in the past?
- What can we learn from that?

- ▶ Creates a shared sense of legacy and pride in the organization
- ▶ Brings conflicts and misperceptions from the past on the table

History

Brand

Purpose

Values

Pathway

Ambition

## Our Strengths & Weaknesses

What are collective Strengths & Weaknesses inside our organization?



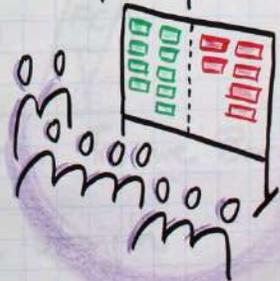
1. Everyone chooses for him/herself:

- ▶ 3x organization Strengths
- ▶ 2x organization Weaknesses



2. Collection of Strength & Weaknesses of the organization in plenary

3. Dialogue: How do we use our Strengths and manage our Weaknesses?

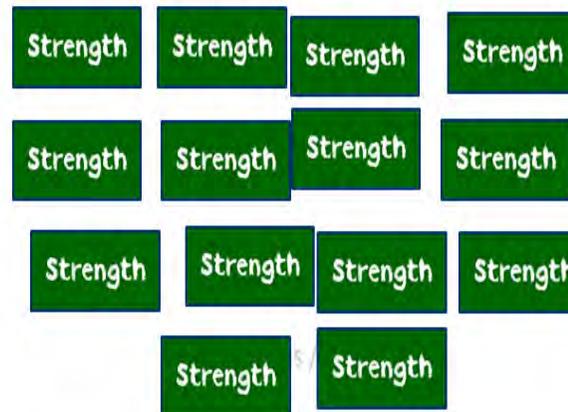


- ▶ Identifying the strengths and weaknesses which shape the organization's identity
- ▶ The organization aligns on how to capitalize on its organizations strengths and how to overcome its weaknesses / dysfunctions

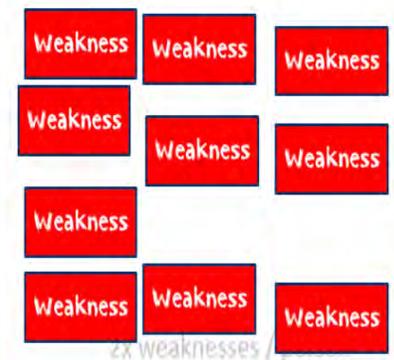
## Our organization's collective Strength and Weaknesses

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### Our Strengths



### Our Weaknesses



History

Brand

Purpose

Values

Pathway

Ambition

**Our Jewel Box**

Goal: Gain insights about Strengths of the Organization

put all the jewels in our treasure box!

1. Share Appreciative Inquiry Interview
  - ↳ others add their insights from listening:
    - ▷ What is the essence of the story?
    - ▷ What touches you? What are you proud of?
    - ▷ What core strengths are hidden in the story?
  - ↳ Catalyst records on 
2. Complete & Review Jewels in Treasure Box
3. One statement each on the Strengths of the organization!

OTTO OFFICE

Based on the AI Interviews:

- ▶ Understand the strong points of the organization bottom up
- ▶ Visualize resources for future collaboration and projects
- ▶ Embrace diversity and different perspectives



- ▶ A strong sense of pride for the organization develops
- ▶ Managers learn to cherish the organization

# Organizational Purpose – beyond making money

History

Brand

Purpose

Values

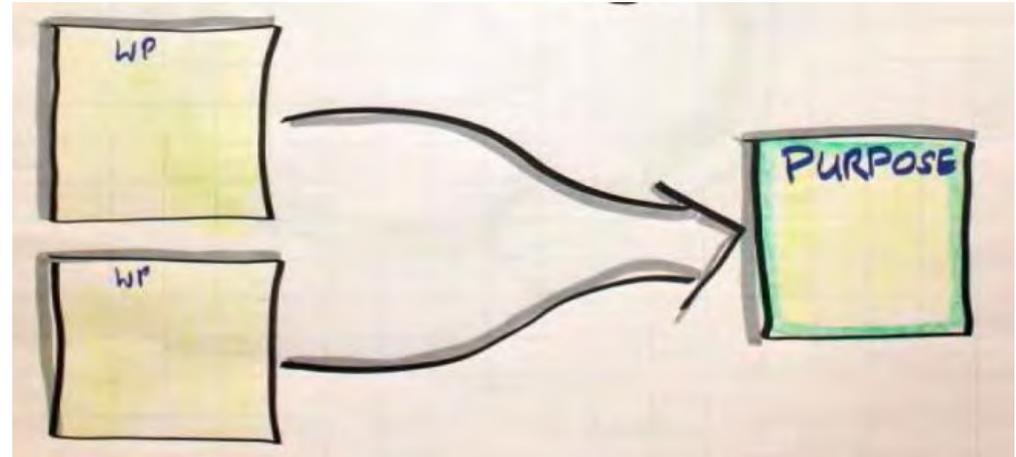
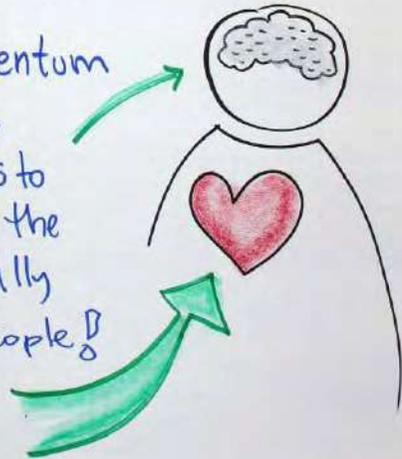
Pathway

Ambition

## Purpose session

Our goal is: to uncover a Purpose that is beyond making money, that Touches/speak to the heart (not only mind!). That deeply resonates inside of you and inside your people!

To create momentum and move people a Purpose needs to speak not only to the head but especially to the heart of people!



1. Individual work on the Purpose Wanted Poster
2. In pairs retreat and go deeper on the purpose
3. In 2 Groups work out a Purpose Statement
4. Formulate the one Purpose Statement

- ▶ The Purpose Statement is the essence of the Organization's Identity, it is the gravity center around which the organization aligns  
*"What are we here for, beyond making money?"*
- ▶ It condenses everything important about the Organization's Mission in one phrase

History

Brand

Purpose

Values

Pathway

Ambition

***Being & being inspired by the crazy ones. We're crazy enough to make your quest our quest.***

***Accepting, knowing & loving this crazy – sad – beautiful world as it is, we know:***

***In order to reach breakthrough you have to venture through the unknown.***

***For that we craft the compass and design the route to elegant action***

***Coating & Printing:***

***We're at the Heart!***

- ***Our Strength is based on our unique portfolio***
- ***Our Passion is cultivating and harvesting our knowledge***
- ***Combining our diverse expertise with market needs drives our success***
- ***We are proud being part of a strong team built on different cultures***

***Transforming Energy***

- ▶ ***Our Passion for Solar***
- ▶ ***Your Future***

***Making the Difference***

- ***Our Leadership***
- ***Our Passion***
- ***Our multicultural unity***
- ***Our Family Values***

***Welcome to XYZ Americas!***

## Transform Good and Bad Leadership practices into Leadership Guidelines

1. Everyone reflects on 2 Leadership Stories:

**1x best practice s/he has lived**

**1x worst practice s/he has lived**



2. Circle sharing round on **best practice**

→ distill best practice behaviors

3. Circle sharing round on **worst practice**

→ distill worst practice behaviors



- ▶ Clarify different perceptions of good and bad leadership
- ▶ Develop a catalogue of good and bad leadership behaviors, that is based on the experience of employees in the organization
- ▶ Address the topic of leadership in an informal way and connect it to the everyday life of each employee in the organization

History

Brand

Purpose

Values

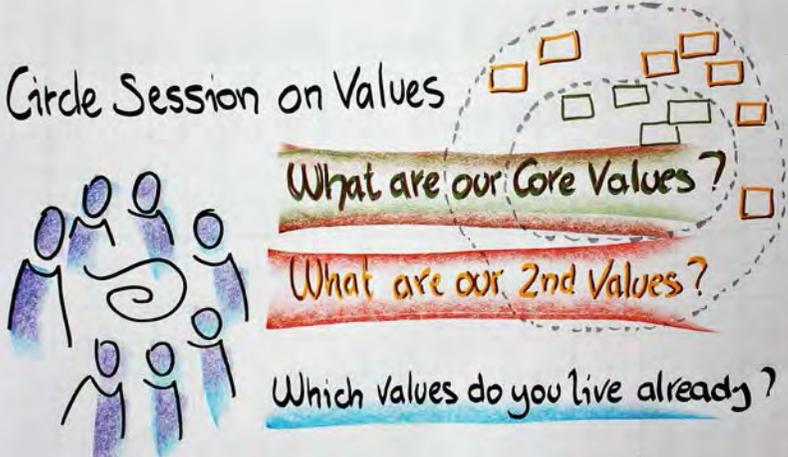
Pathway

Ambition

Looking at our Purpose, what are the Values we need to foster and live?

Individual reflection on Values ⇒ Write on Post-Its

Circle Session on Values



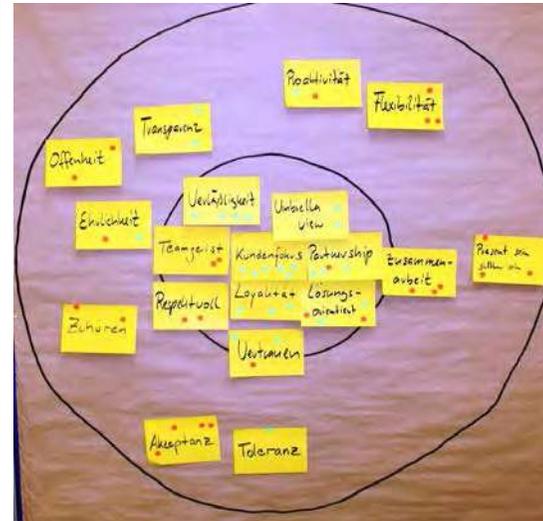
What are our Core Values?

What are our 2nd Values?

Which values do you live already?

Which are not lived yet?

Need to focus on?



- ▶ Core values give definition and alignment to the organization
- ▶ What values do we need to live, to bring our organizational purpose to life?
- ▶ How do these organizational values translate into behaviors and attitudes towards the stakeholders and context?
- ▶ The employees hold each other accountable to the values in their daily life

History

Brand

Purpose

Values

Pathway

Ambition

## Organizational Ambition

How does the best possible future for our organization 3-5 years from now look like?

1. Journaling » Future Step Back «
2. In trios: Describe the best possible future in detail:
  - ▷ How would good look like?
  - ▷ What did the organization achieve?
  - ▷ What has changed?

→ on Flipchart
3. Dialogue in plenary on the best possible future

- ▶ An attractive future for the organization is co-created
- ▶ A picture of the best possible future is developed by sharing answers to the question “How does good look like for our organization?”
- ▶ Only if the ambition is clear, the pathway towards the desired future state can be mapped out. If the ambition is still vague, the next step in the process might be difficult



## Organizational Ambition: Newspaper Report

We write the year 2025, the implementation of the Organizational Backbone was a great success. The entire organization is aligned around it. This mayor success story draws the attention of a big newspaper.

Therefore you're giving an interview and share how you made this so successful in terms of

- ▶ Leadership
- ▶ Processes & Structures
- ▶ Culture
- ▶ Skills

## Süddeutsche Zeitung

Employee Skills and Competencies Section 15 May 2023

### Organization successfully developed new corporate culture

Summe Team > Summe Mitarbeiter

Trate eines gut laufenden Scrum-Prozesses merken wir, dass in unserem Unternehmen noch wesentlich mehr Potential steckt. Zu dieser Zeit herrschte eine allgemeine Unzufriedenheit, sodass viele kompetente Mitarbeiter und damit Know-how die Firma verließen. Die Hoffnung aus dieser Misere war die Einführung Transformation hin zur Selbstorganisation.

Da das Budget am Anfang sehr begrenzt war, wurden oft viele Kompetenzen auf wenige Personen verteilt, es entstand bei vielen ein Overload-Gefühl. Da das Team von Natur aus sehr wissbegierig war, und Wissen bereitwillig weitergegeben wurde konnten wenige Mitarbeiter die Ressourcenknappheit kompensieren.

Heute sind wir in der Lage, Schwächen selbst zu erkennen und Lösungen zu finden. Neue kompetente Mitarbeiter können leichter gefunden werden, durch die durch die gestiegene Attraktivität.

Unser Tipp:

Customer Quote: Vielen Dank für die kompetente und freundliche Hilfe

Quote of Owners: Die Transformation zur S.O. ermöglichte es uns, uns neu zu erfinden.

Advertising quote to attract new employees: Werde Teil eines kompetenten Selbstorganisierten Teams

# Organizational Pathway: How do we get there?

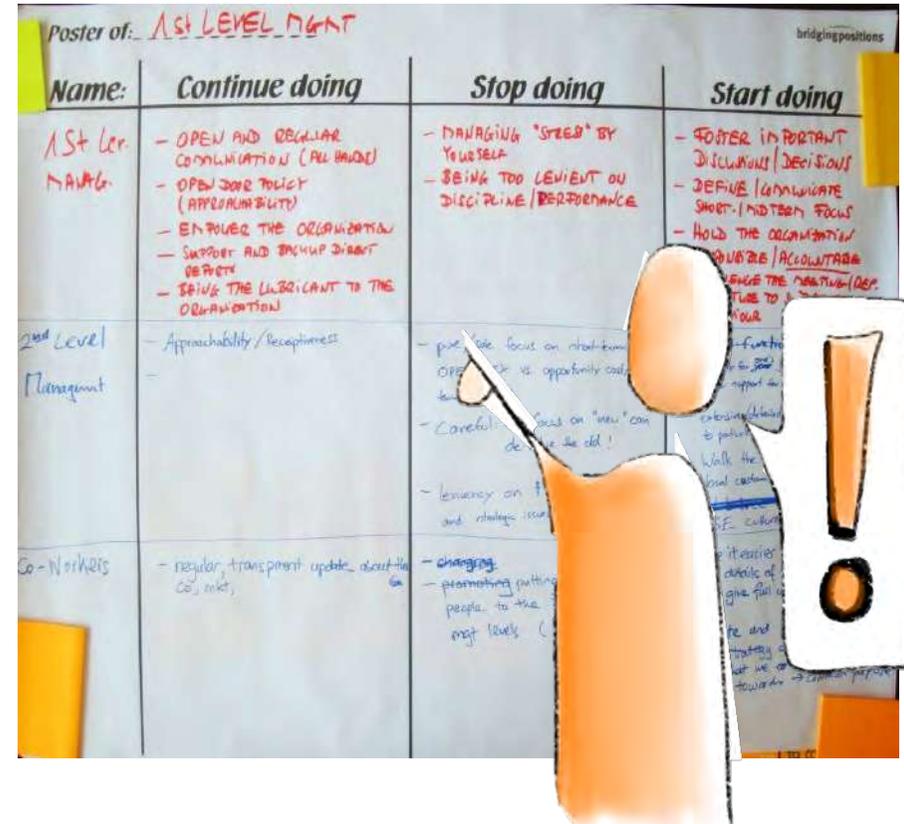


*How do we bring  
our Ambition to life?*

Work out:

What do we need to

**Continue | Stop | Start**  
doing?



- ▶ This activity works out and defines hands on actions and measures which bring the Organization towards its desired Ambition
- ▶ Collective and individual contributions are set
- ▶ A shared sense of accountability is generated

# Organizational Pathway: How do we get there?



**Macro Areas of Attention (MAOA)**

... we need to focus on today so tomorrow (or days after) we can deal well with them

**Flow**

1. In small groups: each group work out 1 MAOA using the provided Wanted Poster



on Post-Its

2. Presentation of Wanted Posters in plenary

I'm the MAOA  
I need to be focused on because ...  
When I am progressed you ...  
Actions / Steps in order to progress me are ...  
Obstacles to advance me could be ...  
Stakeholders to move me forward are ... How to involve them ... ?

- Out of the **Continue | Stop | Start - Maps** 3 to 5 **Macro Areas of Attention** are deducted
- These are worked out using the **Macro Area Of Attention-Wanted Posters**

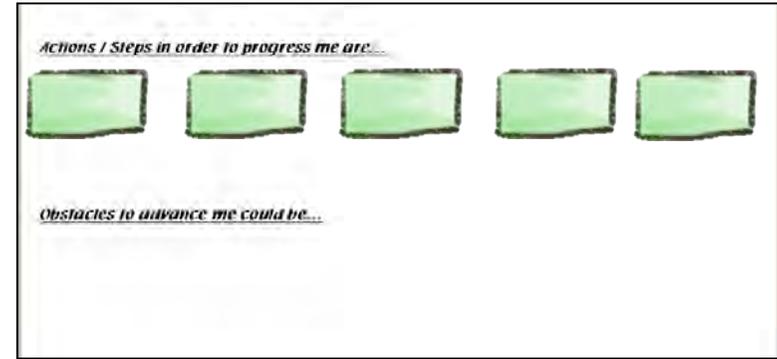


▶ **Macro Areas of Attention** → On what do we need to focus on today to be successful tomorrow?

# Organizational Pathway: How do we get there?



From the Macro Areas of Attention a **Choreography** of interconnected activities across multiple stakeholders is built. Strategic actions, measures and milestones are described and agreed on by the group.



- ▶ A Choreography of activities is orchestrated in the EMT, agreeing on roles, responsibilities, interfaces and actions. Each member of the EMT has the whole picture to move forward

# Craft

  
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- ▶ The further the 'Art' process advances the more the 'Craft' process needs to be focused on. The knowledge, comprehension, wisdom and insight gained in the EMT needs to be thoughtfully introduced and induced into the organization.
- ▶ This organizational familiarization has to be prepared and carried out in such a way that the Organizational Backbone elements can be digested and processed without being rejected.
- ▶ The organization, its units, teams and individuals need to get the chance and time to draw meaning out of the OBB for their work and for themselves.
- ▶ To anchor and bring alive the OBB in an organization, the EMT has to keep it prominent on the organizational agenda over a period of at least 6 to 12 months.

- ▶ Communication:

Internal and external stakeholders need to learn about the Organizational Backbone and its elements:

- ▶ Identify Stakeholders and their importance
- ▶ Clarify roles, responsibilities and interfaces
- ▶ Find the appropriate way of communication for each stakeholder

- ▶ Identify Status of Implementation and next steps:

We give an example for the design of a Review Workshop (3-4 hours) with the EMT, where the outcomes of the implementation are reviewed and further actions and measures for a successful implementation are worked out.

## Functional Self Analysis

### 1. Reflection of own Function:

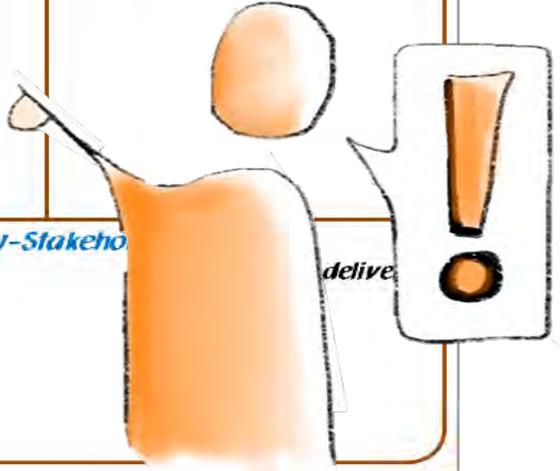
- Our contribution
- Our main goals are
- If we mess up → ?!?

### 2. Presentation of FSA-Posters

### 3. Gallery Walk around:

Add what you miss or see differently on **Post Its**

*Self Analysis for Function:* bridgingpositions

<i>Our core Responsibilities &amp; tasks</i>	<i>Main goals: We are successful when:</i>
	
<i>Processes we are involved in, contribute 2</i>	<i>Our Greatest Resources Challenges</i>
	
<i>Input we get from them:</i>	<i>Our Key-Stakeholders deliver</i>

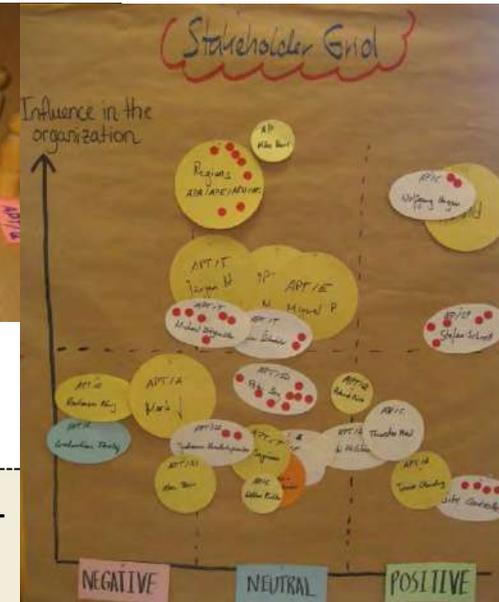
- ▶ Interfaces, roles, responsibilities, key-stakeholders and job descriptions are clarified
- ▶ A shared understanding of the broader organizational context is built

## Key - Stakeholders 4 the Team

Who are the main stakeholders 4 the Team? (= Persons, groups, roles...)

↳ define & describe

- 1) Who are they? → make a list
- 2) How big is their influence? What is their relation to each other?
- 3) Make a constellation with figures
- 4) Transfer the constellation results into the grid: (↑ hierarchy in the organization  
↔ influence in the orga.; Who is connected to whom?)



- ▶ Building a shared understanding of the organizational context. Participants share and exchange on their perspectives/knowledge
- ▶ Leadership Team defines and work on the organization's stakeholders (what is their importance, influence etc.)
- ▶ In this session the relationships amongst the stakeholder and to the organization are inquired. Success Levers and Enablers for stakeholder collaboration are worked out

## *Stakeholder Wanted Poster*

*Name of the Stakeholder: -----*

*1. His / her most important target / goals / interests are; s/he is successful when:*

*2. What s/he therefore want, need, expect from us is:*

*3. What do we expect, need, want from him / her?*

*4. How do we build, keep, improve the relation to the stakeholder?  
Who does what?*

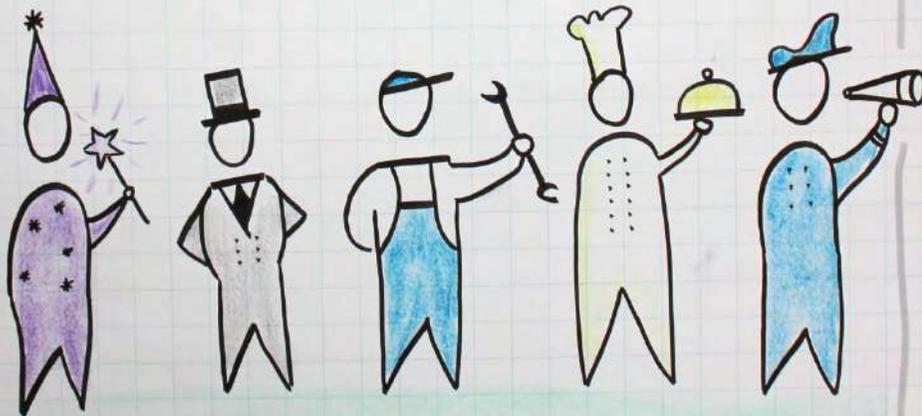
*5. What difficulties might arise related to this stakeholder?*

Wanted Poster Stakeholder.doc

1. Choose your Key-Stakeholders
2. In subgroups work out Wanted Posters for each
3. Sharing of the results in plenary and diamond polishing

- ▶ Participants try to put themselves into the shoes of relevant stakeholders. From that perspective they try to understand the stakeholder's needs, aims, concerns and interests with regards to the organization
- ▶ Based on this, Participants develop action plans on how to deal effectively with the stakeholders

Which hats (=roles) do we wear, dealing with our stakeholders?



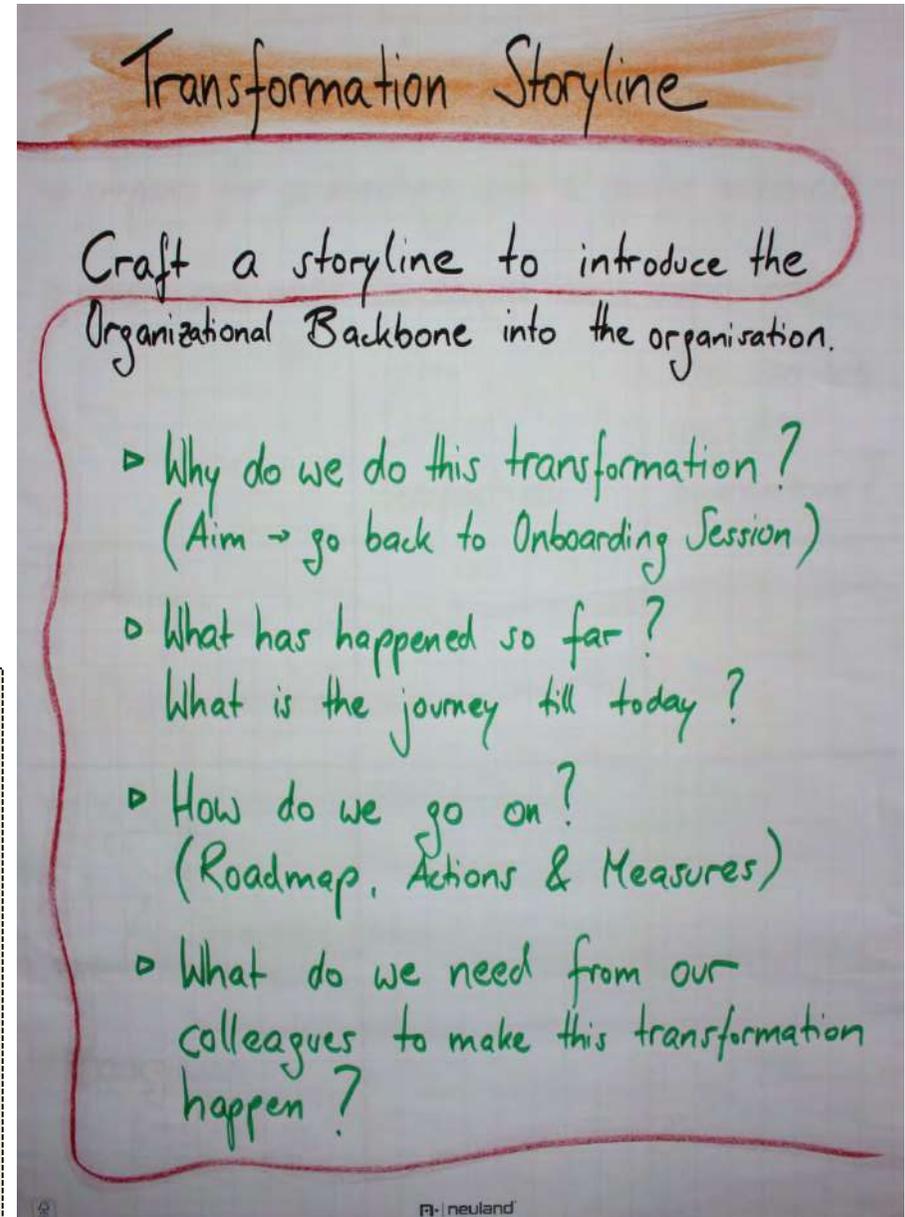
1. In this sequence the stakeholders from the “*Stakeholder Analysis*” sequence are mapped against the Organizational Hats and Roles from the “*Metaphor Exercise*”
2. The way how the organization currently engages with its stakeholders is analyzed. “What Hats do we wear?”
3. Further reflection:  
“What Hats do we want to wear in the future to achieve a successful stakeholder relation?”

- ▶ The organization builds a clear understanding on how it collectively deals with the different stakeholders
- ▶ Participants learn to engage effectively with the organization's stakeholder

# Transformation Storyline

- ▶ In order to introduce the Organizational Backbone into the organization a transformation story line needs to be developed
- ▶ Go back to the Onboarding Questions
  - Why did we start this?
  - What was our journey to today?

- ▶ Leaders align on the transformation story [Why are we doing this?] in order to address and speak to the organization with one voice
- ▶ The high level transformation story and next steps are presented in a coherent way



Listener's Grid

- ▷ prepare for a meeting with a specific audience
- ▷ address core needs to engage on a deeper level

	from Listener's Perspective	How can we use this information?
Fears & Disadvantages		
Hopes & Advantages		
Background knowledge		

- ▶ Executive Management Team identifies key messages
- ▶ The Listener's grid helps to adapt these messages to the listeners perspective e.g. co-workers (What are their fears, hopes, background knowledge etc.)
- ▶ This process is also useful to setup the communication strategy for each stakeholder

- ▶ EMT puts itself into the shoes of stakeholders [e.g. co-workers] and develops a hands on communication strategy targeted on each stakeholder
- ▶ They actively consider the emotional aspects the OBB Implementation might have on each stakeholder group

## 3-4 hours Review Workshop

Welcome & Why this Review Workshop

Review

- What made me feel glad / sad / mad about the implementation of the OBB?
- Current OBB-Implementation in terms of Culture, Leadership, Processes and Skills

Dialogue on further Actions and Measures

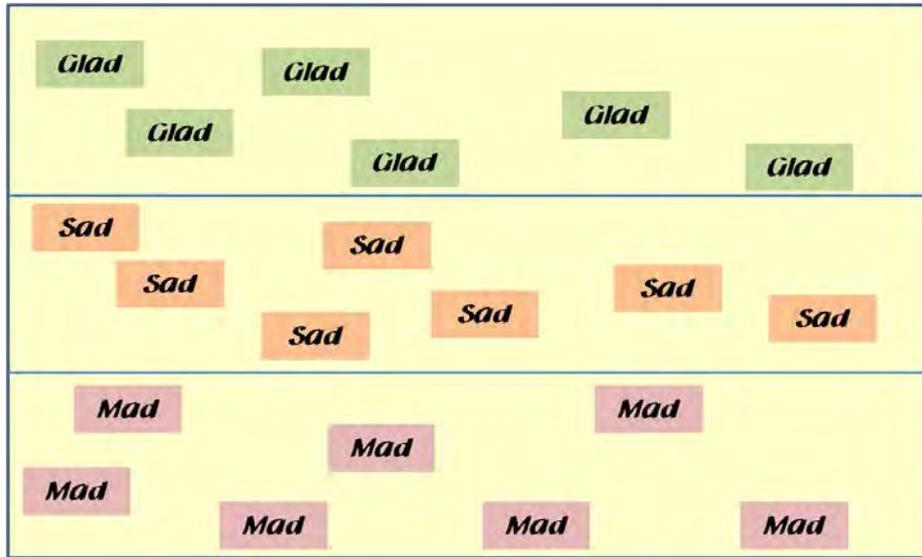
Accountability Map

Expectation Exchange

Wrap Up and Check-Out

- ▶ Create a joint understanding how far the implementation of the OBB is
- ▶ Check current status with Purpose, Values and Ambition from the ART sessions
- ▶ Identify further Actions and Measures that support the OBB implementation and alignment of the whole organization
- ▶ Allow for individual reflection inside the EMT to build a strong team for the upcoming steps

# Review Organizational Backbone Implementation Process



- ▶ What made you GLAD / SAD / MAD during the OBB implementation process?  
Write on Post Its.
- ▶ Collect and cluster in plenary
- ▶ Dialogue:
  - ▶ Where do we need to take action in order to ensure the success of the Organizational Backbone Process?
  - ▶ What is needed from the leadership team?

- ▶ Success Stories and Failures are brought to the table and emotions that arose during the implementation can be processed and learned from
- ▶ Areas where action is needed are identified and can be clarified during the Workshop

Status Check of OBB Implementation

Culture	Leadership
Processes & Structures	Skills

▷ What have we achieved in each field of the matrix? → Post Its

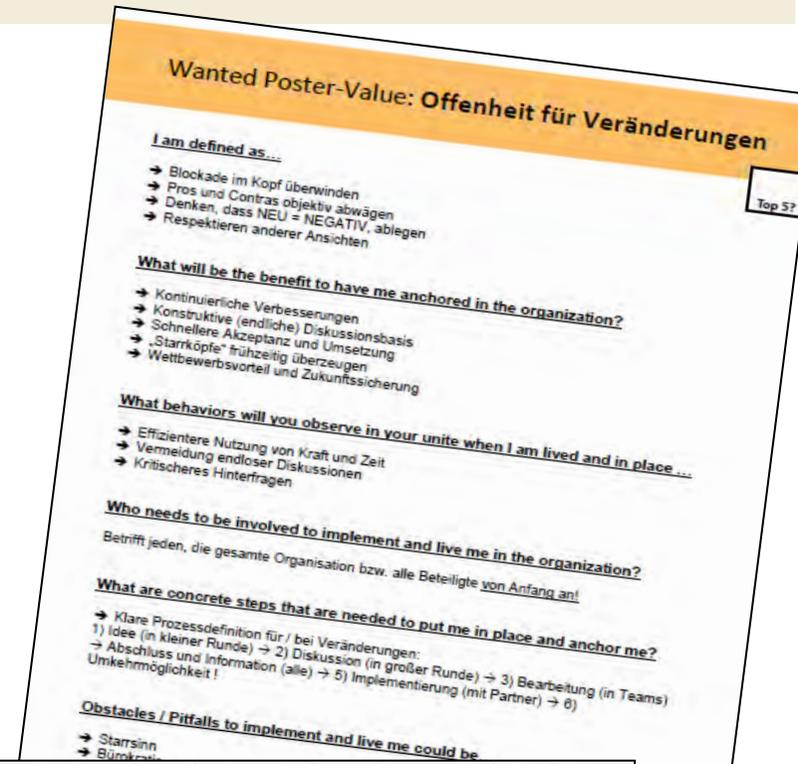
▷ What are we still missing? → Post Its

© neuland

- ▶ Create a joint understanding how far the implementation of the OBB is
- ▶ Builds a holistic perspective on the whole change process, allows to identify shortcomings and additional levers for a successful implementation

# Revisiting Organizational Values

- ▶ Collect feedback on how values defined in the OBB are lived in the organization
- ▶ Compare the 'As Is lived' with the 'As Should be live' for each defined value
- ▶ Revisit the Value Wanted Posters from the ART sessions and where necessary agree on concrete Actions to reach the desired state

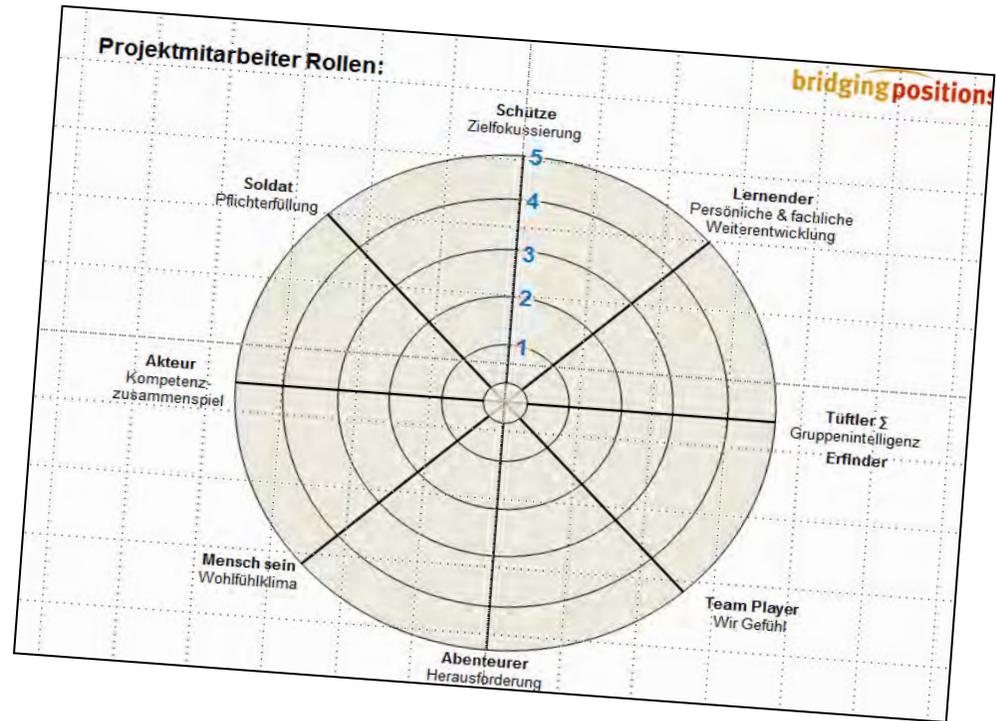


- ▶ Organization revisits outcomes from the OBB Value Session and identifies progress and shortcomings
- ▶ The Wanted Posters help to define the behaviors and actions that are needed to live the values.

Team Value Assessment		bridgingpositions	
Wichtigkeit / Relevanz des Werts für's Team:		Wie leben wir den Wert?	
<input type="checkbox"/>	1. Eigeninitiative	Sind wir 😊	☹️
<input type="checkbox"/>	2. Offenheit für Veränderung	Sind wir 😊	☹️
<input type="checkbox"/>	3. Zielstrebigkeit	Sind wir 😊	☹️
<input type="checkbox"/>	4. Offenheit im Team	Sind wir 😊	☹️
<input type="checkbox"/>	5. Verständnis	Sind wir 😊	☹️
<input type="checkbox"/>	6. Freiräume zureigenen Entwicklung	Sind wir 😊	☹️
<input type="checkbox"/>	7. Geduld	Sind wir 😊	☹️
<input type="checkbox"/>	8. Eigenverantwortung	Sind wir 😊	☹️
<input type="checkbox"/>	9. Feedback	Sind wir 😊	☹️
<input type="checkbox"/>	10. Kommunikation	Sind wir 😊	☹️
<input type="checkbox"/>	11. Pünktlichkeit	Sind wir 😊	☹️
<input type="checkbox"/>	12. Transparenz	Sind wir 😊	☹️
<input type="checkbox"/>	13. -----	Sind wir 😊	☹️
<input type="checkbox"/>	14. -----	Sind wir 😊	☹️
<input type="checkbox"/>	15. -----	Sind wir 😊	☹️

# Revisiting Roles / Metaphors

- ▶ Create a Spider- Diagram with the 'Hats' [Roles] identified during the Metaphor exercise in the Art Session
- ▶ Evaluate how these roles are lived inside the organization
- ▶ Compare 'As is' with 'As Should' and define concrete Actions to close any existing gaps
- ▶ Follow Up 6 - 8 weeks later reviewing the actions and outcomes



- ▶ The organizational hats and roles are revisited and their implementation assessed
- ▶ Potential role barriers or blockages are discovered and removed, EMT can specifically focus on roles that are needed most

## Area of Attention ...

What am I doing already in respect?

What else can I / will I do?

What can others do?

Which support would be helpful?

EMT Members individually process what they will do to progress the OBB Implementation and bring it to life

- ▶ This enhances engagement, buy in and accountability on an individual and collective level
- ▶ By openly stating the actions each EMT member will do, the accountability within the group raises
- ▶ It fosters an ongoing dialogue in the EMT on how to further progress the relevant topics

## Expectation Exchange

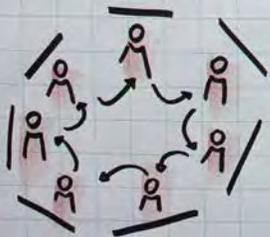
It is about openness, trust, understanding yourself better, improving communication, constructive & appreciative criticism.

Start on your poster and reflect on what you want / should continue, start & stop doing in the future to become more effective

Rotate on the signal to another poster and give your own feedback.

### Flow

1. Exchange on posters
2. Digest & reflect on your feedback
3. Speed dating / bilateral feedback talks



Poster of: \_\_\_\_\_

bridgingpositions

Name:	Continue doing	Stop doing	Start doing

- ▶ This method allows all members of the EMT to give constructive feedback with respect to living the Organizational Backbone and bring it to life.
- ▶ Everyone discovers own personal contributions to further implement the OBB in the organization.

To ensure a thorough implementation of the OBB, these interventions could contribute to the success:

- ▶ Coaching / Shadowing Leaders and Teams
- ▶ Connect OBB to company systems (e.g. Performance, Feedback ...)
- ▶ Organize an OBB Best Practice Collection / Exchange
- ▶ Interventions with teams or subgroups from the organization (e.g. Team Spark)
- ▶ Catalyst Training
- ▶ other specifically designed programs ...



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