

A Coach's Guide to Global Organization Design

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December 22, 2005

IGCP 2005-2006 An OSD Center Program

Gestalt Institute of Cleveland



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GO Global Organization
Design



Don Fowke is an experienced consultant in strategy, organization and people development using the concepts of Global Organization Design. He has assisted in defining business strategy and business plans for companies in a variety of industries, designed organization structures and change management programs to ensure implementation and follow-through on the strategy, assessed executives and managers against the needs of the new roles, implemented Talent Pool systems to ensure development talent and succession planning for the future. He has designed and implemented compensation plans to assure alignment of incentives and “felt fair” rewards throughout the organization.

Mr. Fowke holds a B.E. in Mechanical Engineering and a diploma in Business Administration from the University of Saskatchewan and an S.M. from M.I.T.'s Sloan School of Management. He has served as visiting scholar at the Graduate School of Public Policy at the University of California at Berkeley. Mr. Fowke was a Chairman and Chief Executive Officer of Hickling-Johnston Limited for ten years and a Managing Director of William M. Mercer Limited for five. He is a Professional Engineer and a Fellow of the Institute of Management Consultants of Ontario. He was, for 12 years, a member of the Young Presidents' Organization, and is currently a member of the World Presidents' Organization.

A Coach’s Guide to Global Organization Design

There are tools of Global Organization Design that are particularly helpful to the coach. Global Organization Design (GO) is a comprehensive system linking strategy, structure and staffing, which provides for both performance for the enterprise and a trust based environment for employees¹.

Many companies using GO have a Global Talent Management System that ensures that a supply of capable and qualified management is available to support future growth, and that individuals acquire the skilled knowledge and experience they need to actualize their potential.² Two dimensions captured in the talent management system are valuable to individual managers and their coaches. These are “horsepower”, sometimes called cognitive capability or complexity of information processing, and “style” as reflected by the Enneagram.

A basic tenet of GO is a clearly delineated hierarchy of managerial roles

A basic tenet of GO is a clearly delineated hierarchy of managerial roles, as illustrated in Exhibit 1. These strata or levels reflect complexity of management, and are requisite³ in the sense of being required by the nature of things. Each successive level of management has the necessary scope and grasp of complexity to add value to the level below it. The spacing of the levels is just so: more intervening levels add only confusion, and fewer fail to provide context and guidance. A key to organizational effectiveness is matching the cognitive capability of the individual manager with the requirements of the role. A general manager’s role at Stratum IV for example needs to be staffed by a person who is currently Stratum IV capable. If the individual’s capability is too low, he or she will manage the role down: if too high he or she will tend to pull it up, frustrating subordinates who cannot grasp the broader context.

EXHIBIT 1		
Stratum	Time-span Range	Typical Roles
VIII	50 years plus	Super corporation CEO (Examples: GE, Exxon)
VII	20 – 50 years	International Corporation CEO
VI	10 – 20 years	Group Vice President, International Corporation
V	5 – 10 years	Business Unit President, CEO of mid-sized company
IV	2 – 5 years	General Manager, large plant manager, Vice President
III	1 – 2 years	Line manager, Department Director, senior professional
II	3 – 12 months	Front-line manager, Supervisor
I	up to 3 months	Front-line employee, lead hand

There are several ways that GO's concept of levels can assist the managerial coach.

A productive coaching role is to help define the competing priorities so that an appropriate time span for their resolution can be laid out.

A coach may work with a manager on a strategy of problem solving using the time-span of discretion. Elliott Jaques proffered time-span as a proxy for complexity, positing that the task with longest time span defined the stratum of the role. A role with a task needing 18 months for completion, for example, would be a Stratum III role. A general manager at Stratum IV will be pressed by competing and apparently conflicting priorities from Stratum III subordinates: from the sales manager, from the controller, from the HR director, and from the plant manager. A planning horizon of more than two years is needed to reconcile these competing priorities, and sequence them appropriately in time. A productive coaching role is to help define the competing priorities so that an appropriate time span for their resolution can be laid out.

If the client's company is not formally organized according to GO principles, it is still possible to infer implied stratum of role and to coach along appropriate time span lines. The insights gained may also help in simplifying the organization, reducing inappropriate compression of roles.

A coach may also assist the client in thinking through career development steps. A high potential client, that is one who will eventually be capable of running

a business unit at Stratum V, will be ready to be a manager of managers by age 27 and a general manager by their early forties⁴. Coaches can press the importance of picking up the necessary skilled knowledge and experience at each of these turns. GO principles identify the importance of skills in recruiting, setting context, assigning tasks, team development, coaching subordinates, evaluating performance, developing subordinates and recommending deselection. Failure to master these skills can undermine future success.

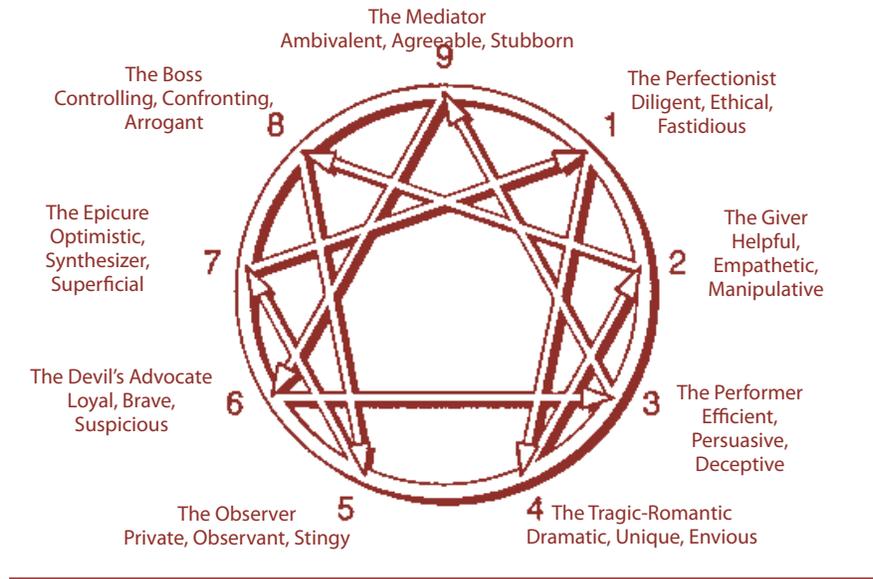
The Enneagram is illustrated in Exhibit II and is a personality map of habitual and unconscious patterns. Each person adopts one of these nine styles as a coping style early in life, and a coach can help bring the pattern into self-awareness as a way of increasing flexibility for the client. There are very effective video sequences on DVD illustrating the types and how they shape managerial style available from David Daniels and Courtney Behm⁵ that can be used in coaching managerial style and its impact.

An Enneagram 8, the Boss, can be coached to maintain their energy while moderating their impact on others to avoid

overrunning people. There are developmental coaching materials available which highlight the high side: "openness, generosity, and enthusiasm towards self and other people and projects" and the low side: excessive hostility or cynicism

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Personality Map



resulting in the constant devaluing of relationships ... and the inability to see good in other people or shared projects.”⁶

In addition, the coach will find Helen Palmer’s material invaluable in coaching on handling difficult relationships.⁷ Her directory of relationships, for example, helps untangle and Enneagram 8/Enneagram 9 working relationship:

“Committed to harmony in the workplace, Mediators [9] avoid conflict and will not take centre stage for themselves. However, they appreciate unsolicited recognition and can be drawn out by other

people’s needs. Eights, on the other hand, can be oblivious to relationship dynamics. They often act without consultation, do not offer compliments easily, and are seldom interested in drawing other people out. If an Eight manager can remember to affirm the employee’s actual contributions, a Nine can see the good intentions behind the intimidating Eight persona and learn to hold ground under fire.”⁸

improve both the immediate effectiveness of the client, and enhance longer term career development

These examples suggest how Global Organization Design technology can strengthen the coach’s hand and improve both the immediate effectiveness of the client, and enhance longer term career development.

¹ Maurice Dutrisac, Don Fowke, Herb Koplowitz, Ken Shepard, Global Organization Design, Toronto, New Management Network, 2005.

² Donald V. Fowke, Global Talent Management, Toronto, New Management Network, 2005

³ Elliott Jaques, Requisite Organization, Falls Church, Cason Hall, 1988, 1996.

⁴ Jaques and Cason, Human Capability, Falls Church, Cason Hall, 1994. Insight into the path of cognitive development can be inferred from the Elliott Jaques, Talent Pool Maturation Sheet, Falls Church, Cason Hall, 1963, 1998.

⁵ David Daniels M.D. and Courtney Behm, MA, MBA, Nine Points of View: The Enneagram in the Workplace, drdaniels@batnet.com. DVD, 2004.

⁶ Susan Forster and Peter O'Hanrahan, Transformational Leadership: A Guide to Developing Your Leadership Skills Using the Enneagram System of Personality, Oakland, 1995.

⁷ Helen Palmer, Nine Points of View: Men on Relationships; Women on Relationships, also Nine Points of View: Tour of the Types, eptpoffice@aol.com, DVD, Berkeley, 2004.

⁸ Helen Palmer, The Enneagram in Love and Work, HarperSanFrancisco, 1995, p. 397.

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