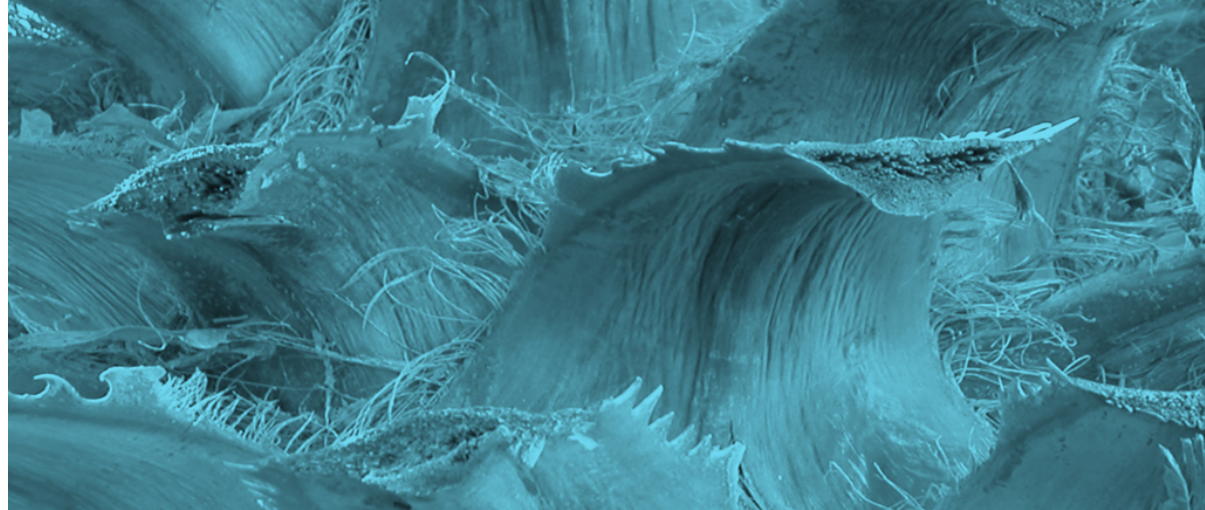


„Organization Design & Job Profiling“

A global approach to organisational renewal and design



Ralf Hendrik Kleb
Managing Partner

Baumgartner & Partner
Management Consultants GmbH

Global growth and business strategies require a comprehensive view on organisational transformation



The organisational renewal needs to consider multiple dimensions of the organisational transformation process

ORGANISATION & HR

Learning and capability transfer

Building the corporate academy; providing knowledge, tools, and training to help employees operate effectively in the new environment.

Workforce transition

Planning and executing a smooth transition that increases benefits without disrupting productivity.

Talent & performance management

Developing HR strategies, programmes, and practices that align with and proactively address the organisation's changing talent and performance requirements.

Organisational design and governance

Aligning all organisation units to create efficiencies, improve effectiveness and build capabilities.



*Focus of
the project outline at hand*

CHANGE & LEADERSHIP

People risk and impact management

Understanding the people-related risks of transformation and developing formal plans to help manage the impact.

Leadership alignment and stakeholder engagement

Having people with authority, power, and influence visibly lead the change; engaging as many stakeholders as possible.

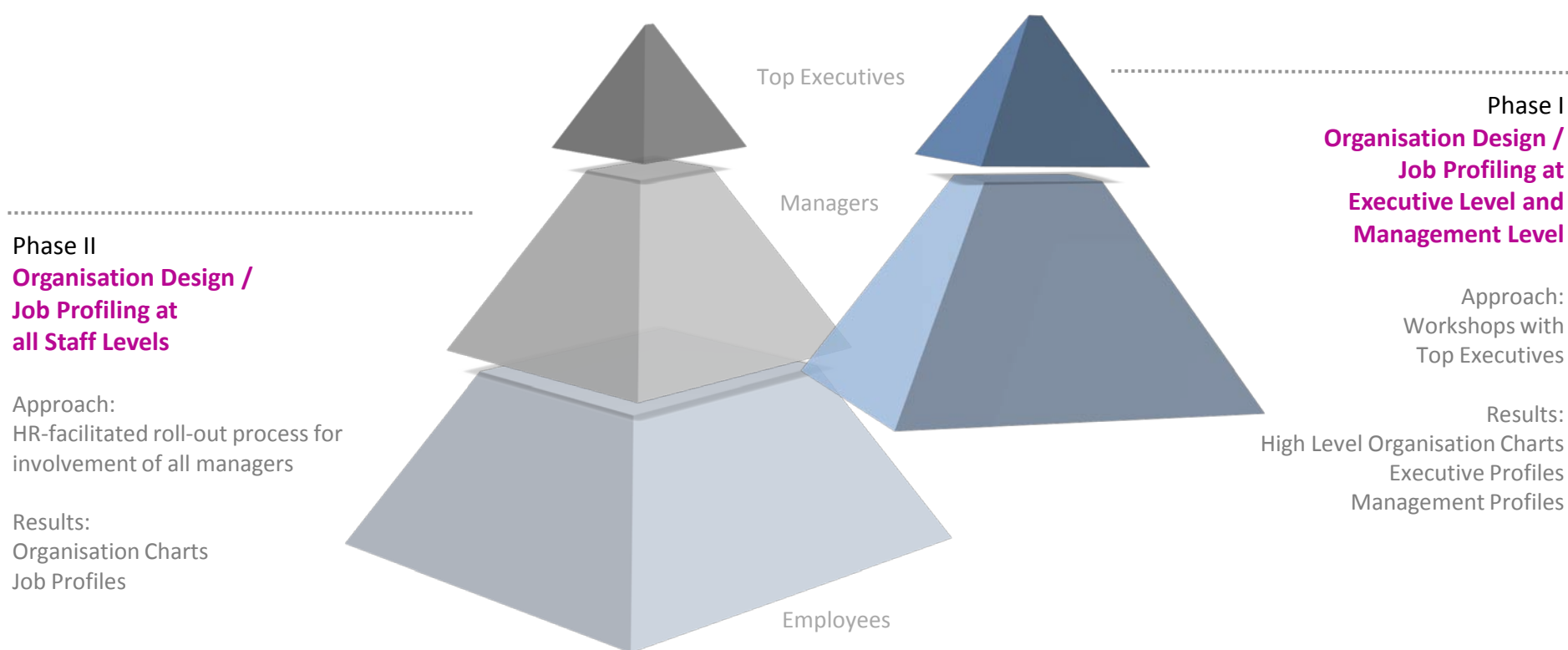
Communications

Engaging employees, managers, leaders, and external stakeholders through compelling communications.

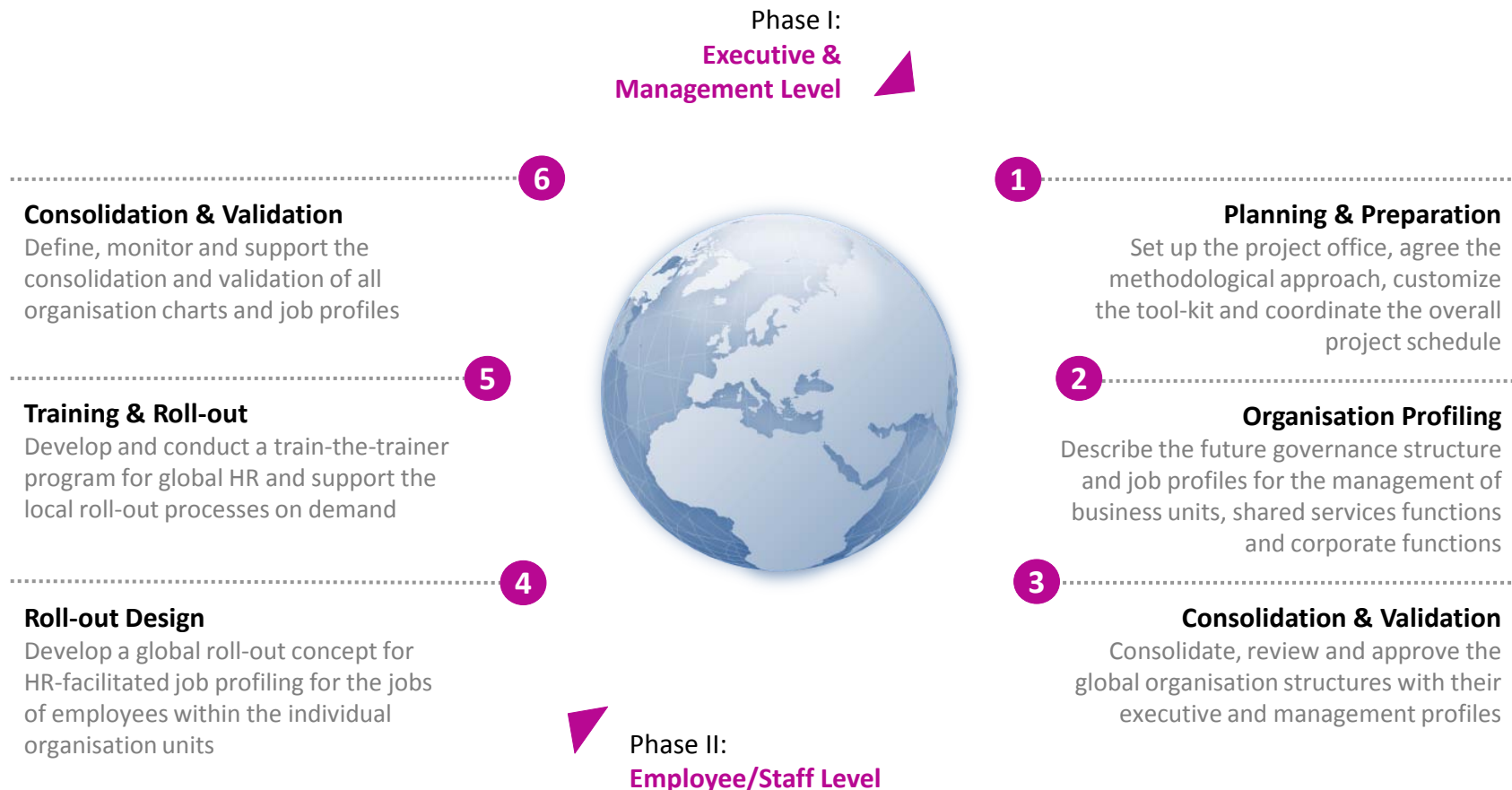
Culture

Aligning individuals' beliefs with corporate values and providing supporting procedures and infrastructure to help drive the desired behaviours.

The project outline at hand focuses on the future organisation structure design resulting in detailed job profiles for the entire global organisation



We propose a six steps process cascading down the initial organisational visions to detailed structures and role profiles (job descriptions)



PHASE I

PHASE II

**Planning &
Preparation**

**Organisation
Profiling**

**Consolidation &
Validation**

**Roll-out
Design**

**Training &
Roll-out**

**Consolidation &
Validation**

Project Tasks

- » Set-up project office and core team
- » Clarify project objectives and key stakeholder expectations
- » Conduct as-is analysis of governance and organisation structures
- » Clarify value chain and service delivery model
- » Clarify strategic and organisational renewal objectives
- » Analyse key drivers and success factors of the intended organisational renewal
- » Customize process, method and tools for organisational visioning and detailed job profiling through a series of top executive workshops
- » Review role profile administration solution of HR-IS
- » Option: Design and implement a web-based data gathering tool for the requested organisational visioning and job profiling
- » Schedule and coordinate top executive workshops

Results/Deliverables

- » Common understanding of project approach
- » Common understanding of Wacom's future value chain, service delivery model, target organisation and key drivers for change
- » Description of process, methods and tools for organisational visioning and detailed job profiling (phase I)
- » Detailed workshop schedule for phase I

PHASE I

PHASE II

Planning &
Preparation

**Organisation
Profiling**

Consolidation &
Validation

Roll-out
Design

Training &
Roll-out

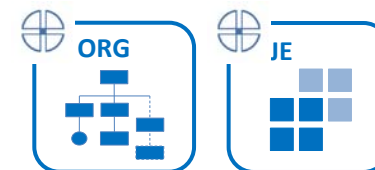
Consolidation &
Validation

Project Tasks

- » Briefly describe the key drivers and success factors for the organisational renewal
- » Briefly describe the future service delivery model
- » Briefly describe the key design principles and changes for the future organisation
- » Draft the organisation chart with the leadership structure
- » Draft detailed role profiles (job descriptions) for the top executive and management positions, including
 - mission
 - key accountabilities
 - duty statements
 - performance standards
 - skill & competency requirements
- » Accompanying data administration

Results/Deliverables

- » Draft organisation charts for business units, shared service functions and corporate functions
- » Detailed role profiles (job descriptions) for top executive and management positions
- » Option: Job Evaluation and Job Grading based on Baumgartner Global Job Grading System (GJPS)



PHASE I

PHASE II

Planning &
Preparation

Organisation
Profiling

**Consolidation &
Validation**

Roll-out
Design

Training &
Roll-out

Consolidation &
Validation

Project Tasks

- » Review organisation structures and job profiles within global HR management team
- » Review organisation structures and job profiles with “process organisation team”
- » Coordinate requested adjustments
- » Get approval of organisation structures and role profiles by executive board / top executive team

Results/Deliverables

- » Approved organisation charts for business units, shared service functions and corporate functions
- » Approved role profiles (job descriptions) for top executive and management positions
- » (Option: approved job evaluation / job grading)



PHASE I

PHASE II

**Planning &
Preparation**

**Organisation
Profiling**

**Consolidation &
Validation**

**Roll-out
Design**

**Training &
Roll-out**

**Consolidation &
Validation**

Project Tasks

- » Customise the approved process, methods and tools for organisation visioning and detailed job profiling to the next organisation level:
 - gathering input from managers
 - facilitated by global/local HR teams
 - Option: supported by local consultants from our global Baumgartner network on demand
- » Define a roll-out package, including
 - workshop guidelines
 - superordinate organisation charts and role profiles
 - data gathering templates / software access
- » Develop a training concept for the global/local HR teams who will facilitate the roll-out process

Results/Deliverables

- » Complete roll-out package for HR-facilitated job profiling, including
 - workshop guidelines
 - superordinate organisation charts and role profiles
 - data gathering templates / software access

PHASE I

PHASE II

Planning &
Preparation

Organisation
Profiling

Consolidation &
Validation

Roll-out
Design

**Training &
Roll-out**

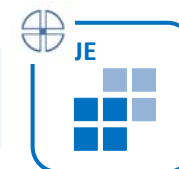
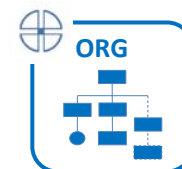
Consolidation &
Validation

Project Tasks

- » Conduct an effective “live training session” for regional/local HR facilitators within the various regions
- » Conduct HR-facilitated workshops for organisation visioning and detailed job profiling of the jobs of all employees; describing the positions’
 - mission
 - key accountabilities
 - duty statements
 - performance standards
 - skill & competency requirements
- » Accompanying data administration

Results/Deliverables

- » Common understanding of approach, methods and tools
- » Detailed role profiles (job descriptions) for the jobs of employees
- » Option: Job Evaluation and Job Grading based on Baumgartner Global Job Grading System (GJPS)



PHASE I

PHASE II

**Planning &
Preparation**

**Organisation
Profiling**

**Consolidation &
Validation**

**Roll-out
Design**

**Training &
Roll-out**

**Consolidation &
Validation**

Project Tasks


- » Review organisation structures and job profiles within global HR management team
- » Coordinate eventually requested adjustments
- » Get approval of organisation structures and role profiles by executive board / top executive team

Results/Deliverables

- » Approved role profiles (job descriptions) for the jobs of all employees
- » (Option: approved job evaluation / job grading)



Your Contacts



Initial contact:
ralf.kleb@baumgartner.de
Phone: +49 (40) 284164 - 0



Nicole Fabig-Grychtol
Associate Partner

Consulting focus:

- Corporate Governance & Control Systems
- Leadership & Appraisal Processes & Tools
- Job Profiling & Job Grading
- Skills & Competency Modeling



Ralf Hendrik Kleb
Managing Partner

Consulting focus:

- HR Strategy & Organisation
- Integrated Talent & Performance Management
- Career Architecture Design
- Job Profiling & Job Grading
- Skills & Competency Modeling