

Seeing Around Corners: Emerging Trends Disrupting Org Design

October 2021

*Presenters:
Sarah Sonnenfeld
Beth Gunderson*



USC MARSHALL **CENTER FOR
EFFECTIVE ORGANIZATIONS**



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University of Southern California

Relationships with Leading Organizations





About
Beth Gunderson

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Beth is an Executive Fellow at the University of Southern California - Center for Effective Organizations. She is also the founder of Minikahda Partners –an organization and talent architecture firm specializing in organization design and enterprise transformation initiatives.

Beth brings over 30 years of CPG experience across a variety of cross functional positions including: Research and Development, Supply Chain/Operations, and Human Resources. Most recently, in her consulting work, she has supported design work across the aerospace, technology, entertainment, pharmaceutical and chemical industries.

Beth received her BS from the University of Wisconsin in Industrial Technology - Package Engineering and her MA in Organization Development from the University of St. Thomas.



About
Sarah Sonnenfeld

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Sarah began her career in sales operations and B2B client service in a venture-backed technology firm. She worked in technology strategy and organizational effectiveness roles at American Express, Thomson Reuters, and Fidelity Investments. Before founding Alsephina Consulting, Sarah ran the North America division of the People & Organization Practice at Boston Consulting Group.

Sarah holds a BA from Harvard University and an MBA from University of Chicago Booth School of Business.

Sarah is an active member of the Organization Design Forum (ODF) and is the author of *“The Zig Zag Imperative: A New Way to Think about Strategic Vision.”*

Our time together

USC CEO | 9-10:30am PDT | October 26, 2021

What	Why
Welcome from USC CEO	Enter
The power of Seeing Around Corners	Orient
Emerging trends disrupting org design	Explore
Glimpses of the future	Connect
Connecting to our now	Return
Coming up at USC CEO	

3 promises: what we'll do today

- Explore **emerging trends disrupting org design**, including through some provocative examples/"glimpses"
- Understand a **framework for future preparedness** in order to see around those corners
- Take away **tools** and concepts for you to consider within your own organization



SEEING **AROUND** CORNERS

The 3Ps of future preparedness

Our goal is not to accurately predict the future, but to create a state of readiness in our organizations

3Ps

Why this is valuable

Seeing Around Corners

Perceiving

Identifying weak signals ahead of competition

Macro sources of disruption



CIPHER to spot weak signals



Glimpses of the future



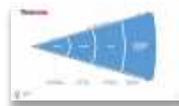
Adaptive sampling



Prospecting

Insight advantage, picking right time to act by identifying tipping points

Timecone



Axes of uncertainty



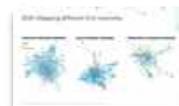
Backcast to action



Probing

Experimenting with new practices (e.g., R&D, labs, venturing, accelerators)

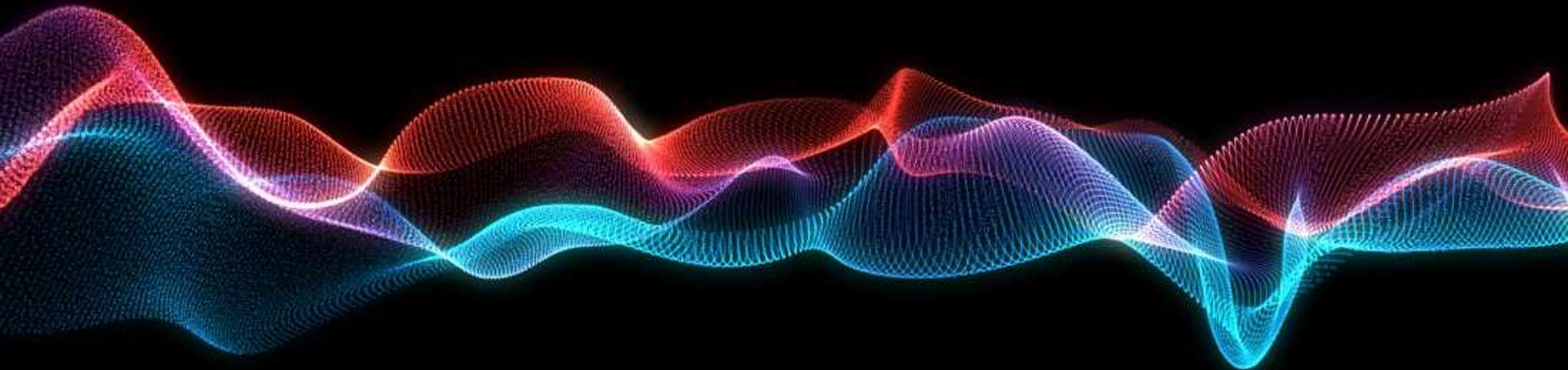
Experimenting



Organizations cultivating a state of readiness have

3x greater growth

33% greater profits



Org design headlines

Harvard Business Review



Our Work-from-Anywhere Future

B Bloomberg.com

Why GitHub Finally Abandoned Its Bossless Workplace

Why GitHub Finally Abandoned Its Bossless Workplace. The software maker, which once prided itself on a flat corporate environment similar to ...

Sep 6, 2016



V The Verge

Revolt of the NYC Delivery Workers

Revolt of the delivery workers. Exploited by apps. Attacked by thieves.

Unprotected by police. The city's 65,000 bikers have ...

1 month ago

WJ Wall Street Journal

Companies Need More Workers. Why Do They Reject Millions of Resûmés?

Automated-hiring systems are excluding many people from job discussions at a time when additional employees are desperately needed.

1 week ago



W WIRED

Google's New Union Is Already Addressing Political Issue

Three days later, the Alphabet Workers Union got its first chance. ... and a 20,000-employee walkout in response to multimillion-dollar...

Jan 12, 2021



Investing in Syndicate

by Ali Yahya

andreesen.
horowitz

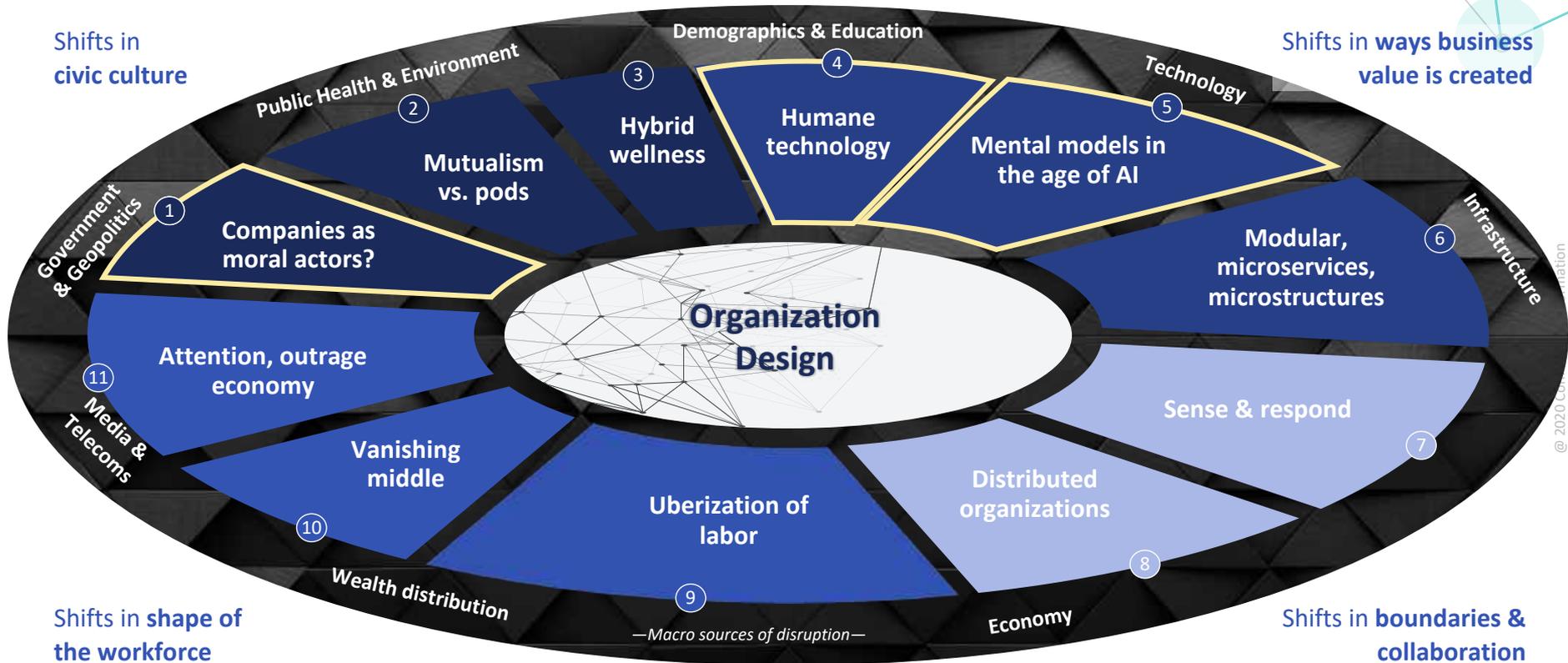
It's time to build

Cryptocurrencies & Blockchain +
Public-Community +
Open Source +
How to Support Founders +
Blockchain +

Conceptually, DAOs are simple, but their implications are profound. The team at Syndicate is building the protocols and tools that will enable DAOs to reach their full potential. That's why today we're announcing that we're leading Syndicate's Series A.

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Emerging trends disrupting organization design





“The **future** is already here —
it’s just not very evenly distributed.”
– Science-fiction author William Gibson

Glimpse
Human-robot
collaboration



Trend
Humane Technology



Glimpse Alphabet Union

Trend
Companies as moral actors?



 The New York Times

Google's Shadow Work Force: Temps Who Outnumber Full-Time Employees

Ms. Cruz became one of Google's many temps and contractors — a shadow work ... The reliance on temporary help has generated more controversy...

May 28, 2019



The 3Ps in practice

3Ps

Why this is valuable

Seeing Around Corners

What you can do **NOW**

Perceiving

Identify weak signals ahead of competition

Macro sources of disruption



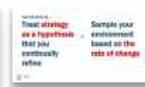
CIPHER to spot weak signals



Glimpses of the future



Adaptive sampling

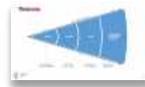


- Constantly learn from a broad variety of sources across domains
- Look deeply at interesting outliers
- Maintain diverse networks

Prospecting

Insight advantage, pick right time to act by identifying tipping points

Timecone



Axes of uncertainty



Backcast to action

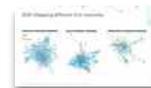


- Regularly challenge basic assumptions
- Invest org power at the edges
- Focus on a very specific problem

Probing

Experiment with new practices (e.g., R&D, labs, venturing)

Experimenting

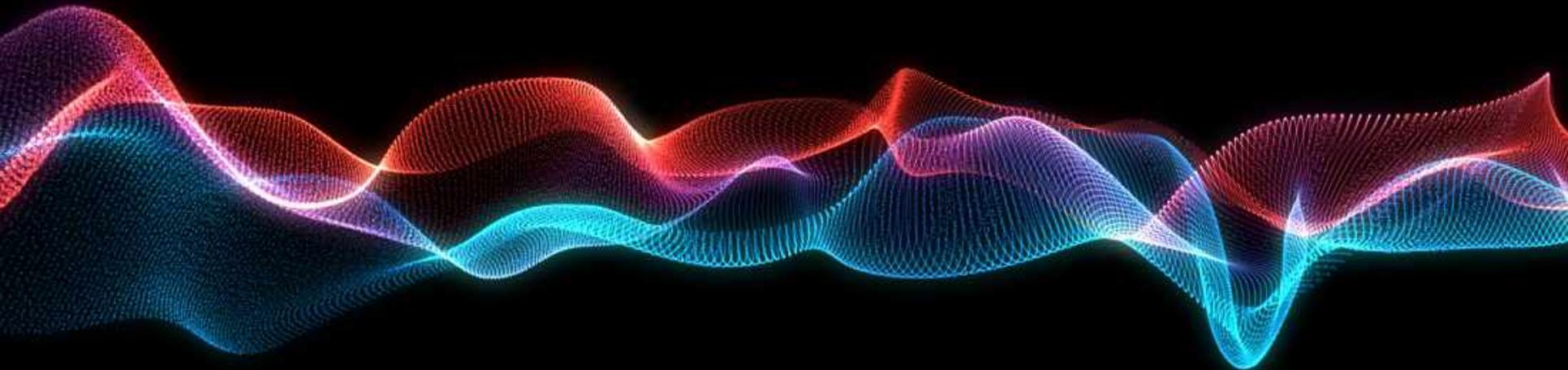


- Experiment and pilot new practices with your teams (e.g. structure work in sprints)
- Be aware of / consider ways to work with related start-ups ecosystems

”The future exists
first in imagination,
then in **will**,
then in **reality**.”



- Futurist Barbara
Marx Hubbard



Thank you!!!

SEEING AROUND CORNERS

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