

Human-Centered Organization Design

Identifying and breaking business
orthodoxies that hold you back

Meet your facilitators!



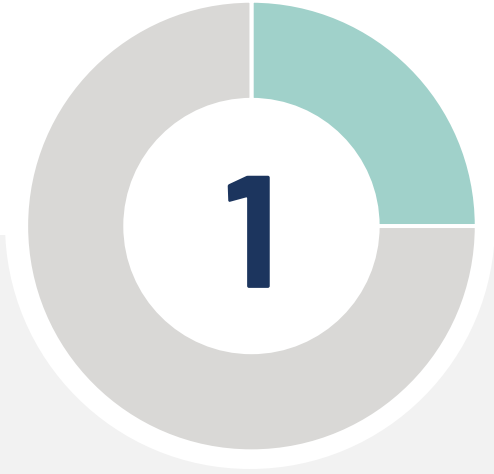
Eileen Bartholomew



Alex Bunda







**The
Context**



**The
Now**



**The
Next**



**First
Moves**

The Then:

Organizing for *stability* in
the pre-exponential world



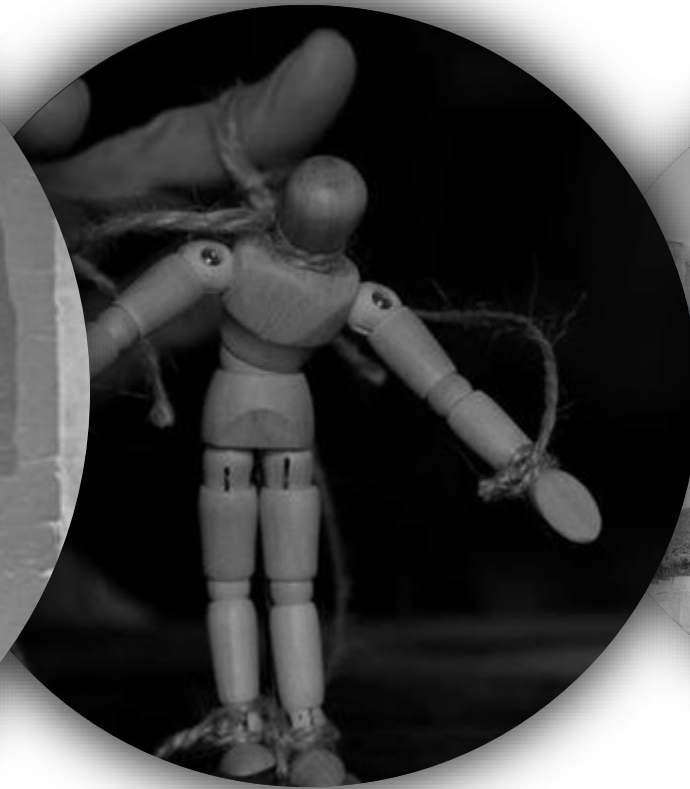
“The best way to organize human activity is to break it into specialized tasks, arrange them in a hierarchy, and control them through rules and procedures.”

- *Frederick Taylor*

Military



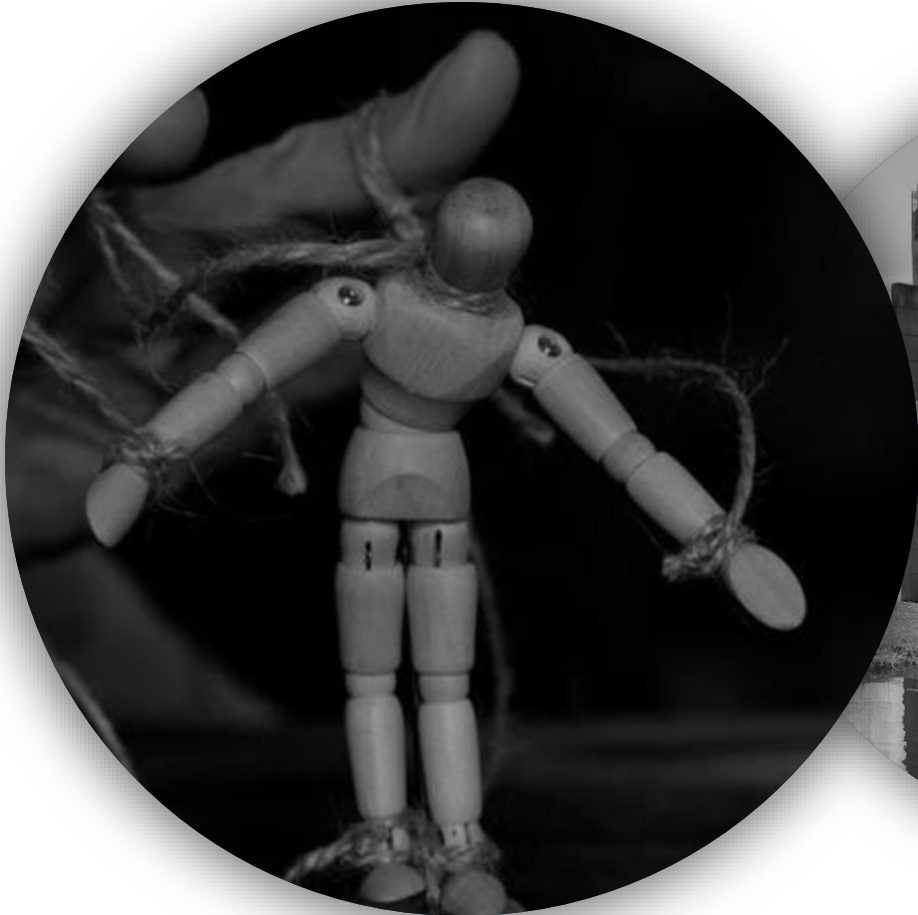
Might



Moats



Might



Moats



Military



Moats



Military

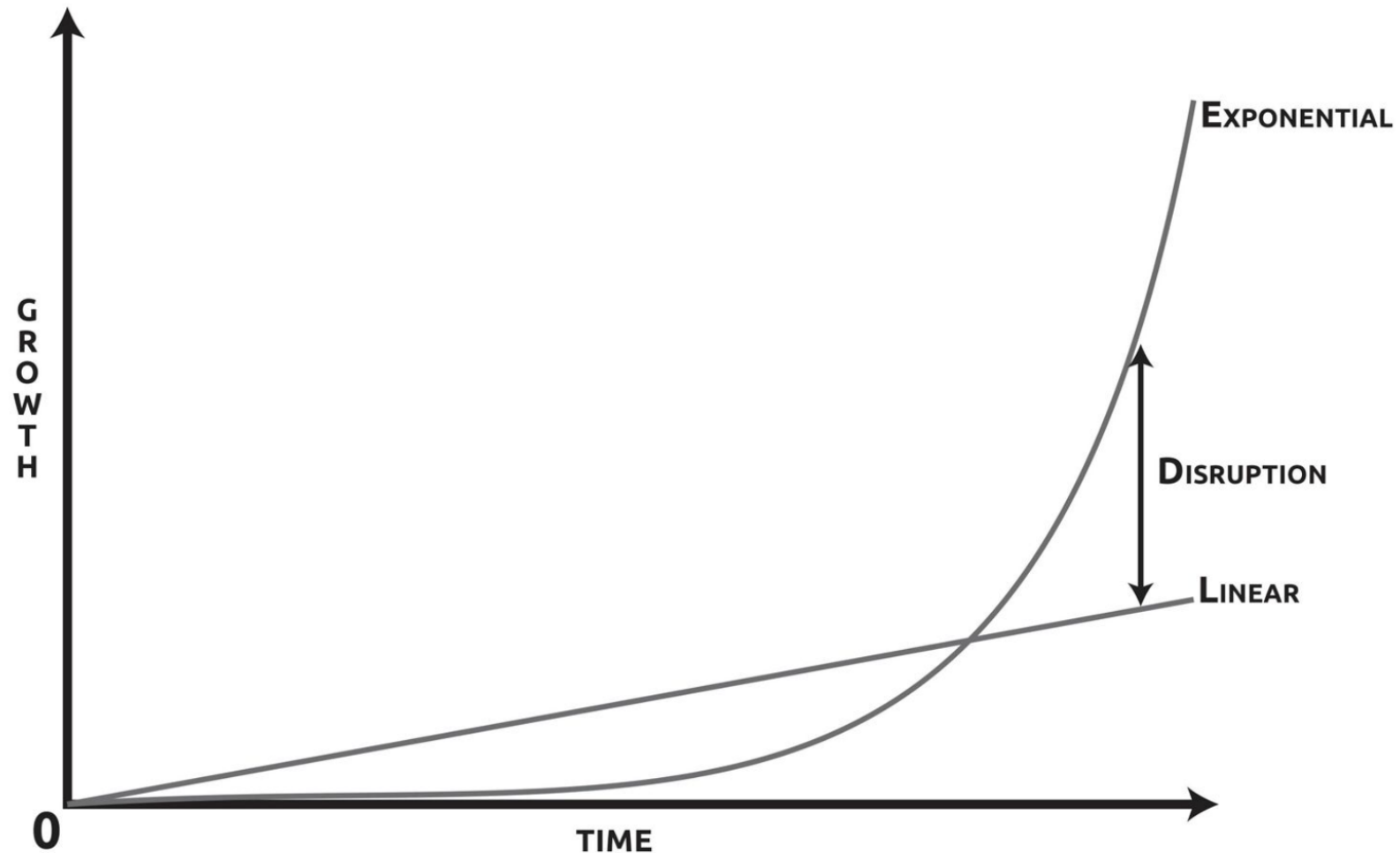


Might

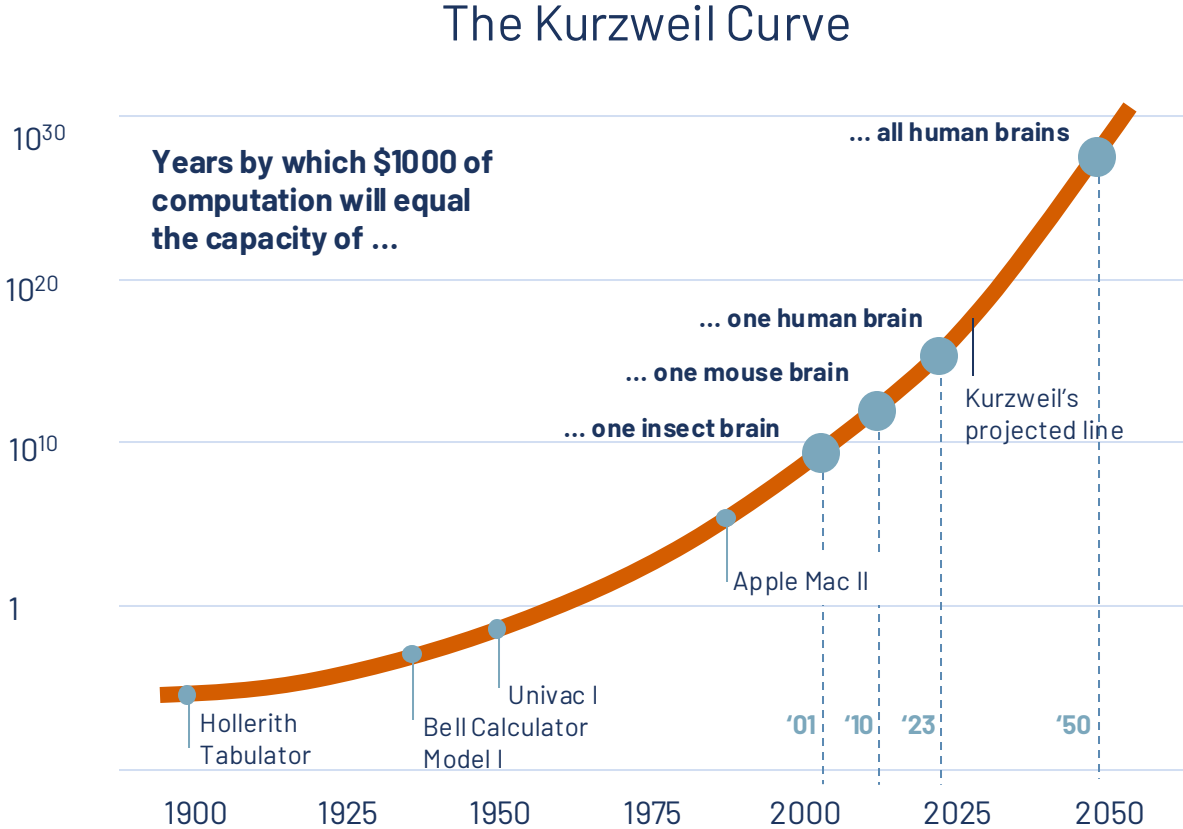


**Things take longer to happen
than you think they will...
...then happen much faster
than you thought they could.**

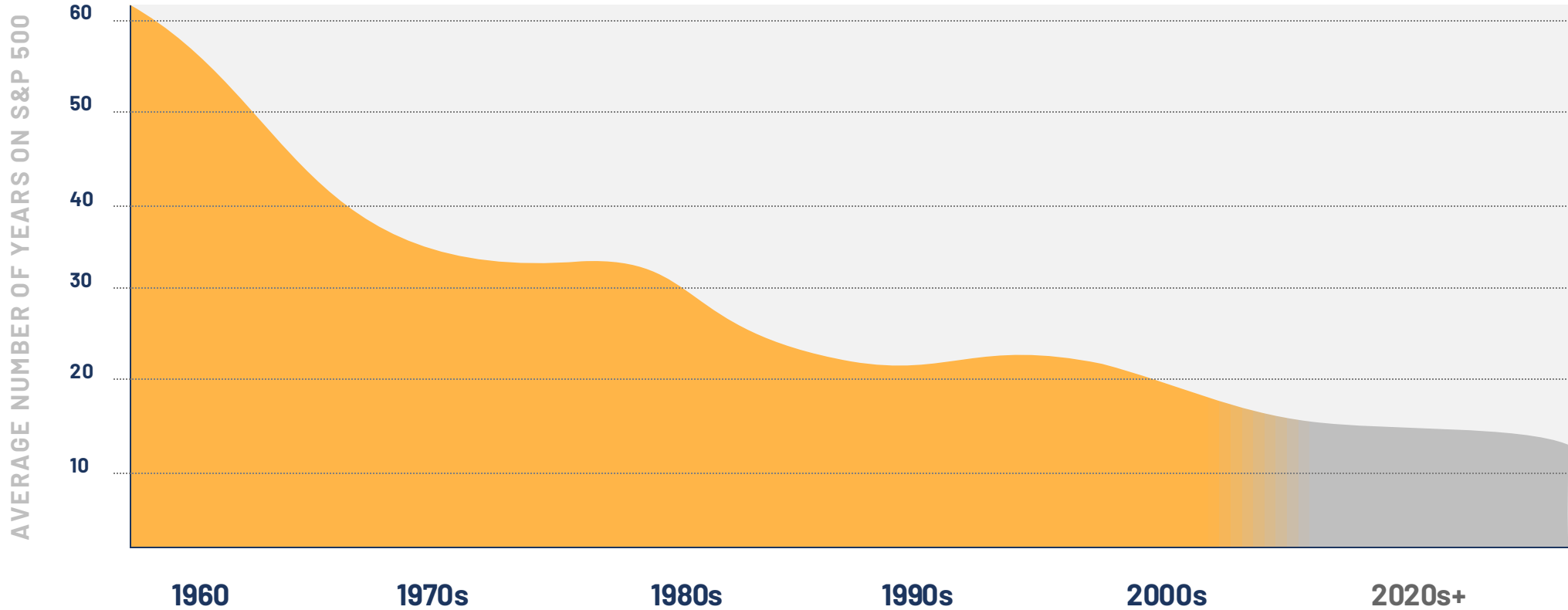
What's different today is that technological change is occurring at an exponentially accelerating rate.



Exponential Computing Power; So Plan in Weeks, Not Years.



The average life span of a company listed in the S&P 500 in the early 1960s was right around 60 years. Today, it's under 15, and falling.



Sources: Richard N. Foster, "Creative Disruption Whips through Corporate America,"



AB



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Human-Centered Org D...



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Where does exponential change show up in your organization today?

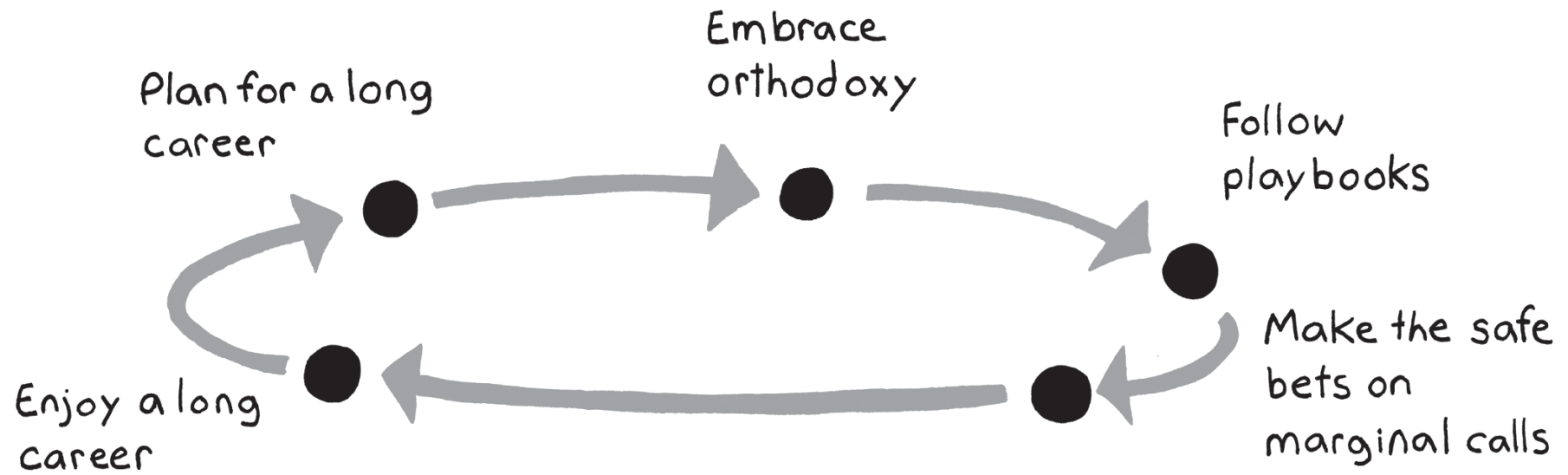
Where have you seen orthodoxies in your career or role?

What change seem most approachable for your organization?

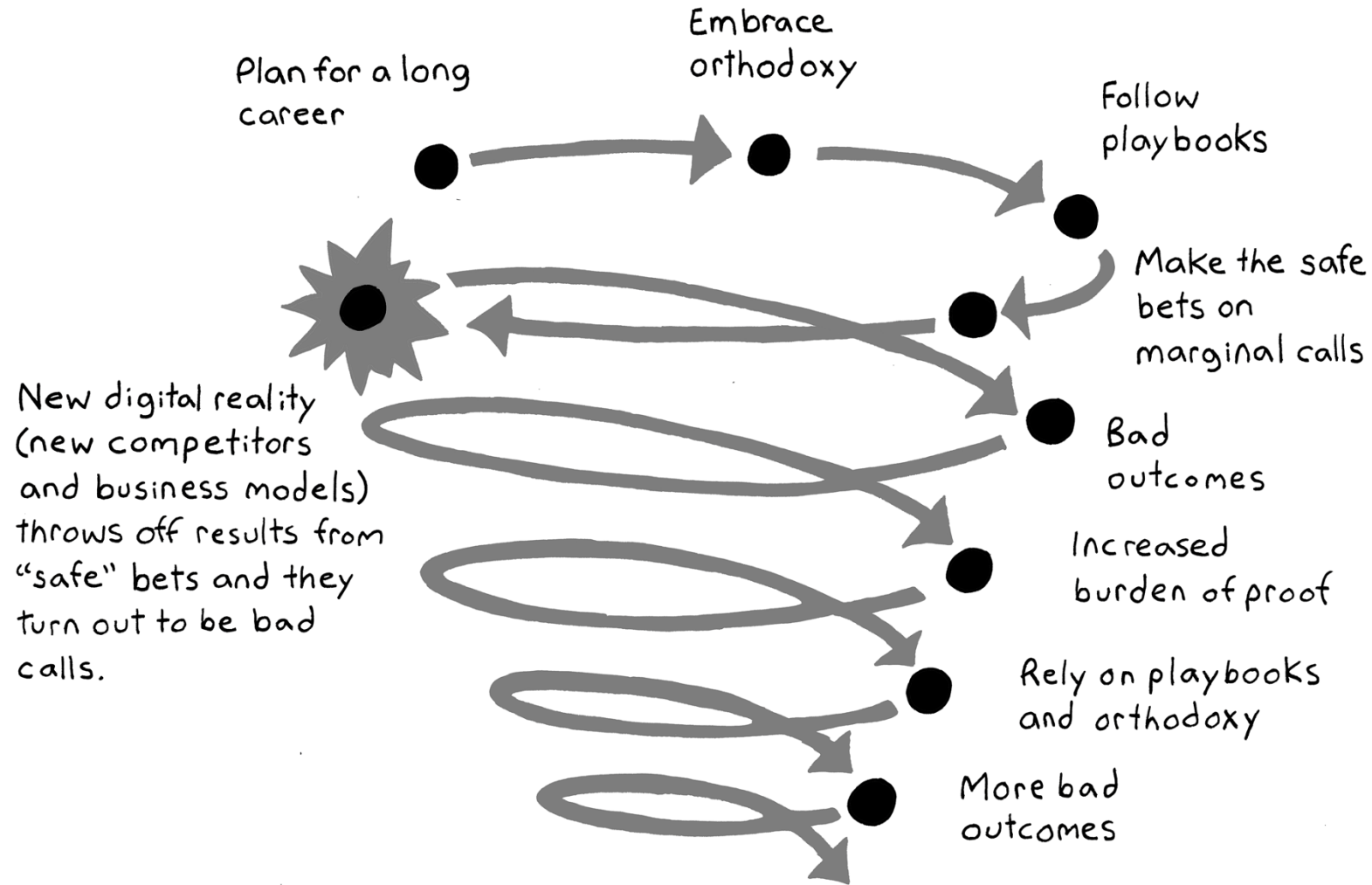
- Exponential Technology
- Exponential Business Models
- Exponential Operating Models

Orthodoxies that we see most often...

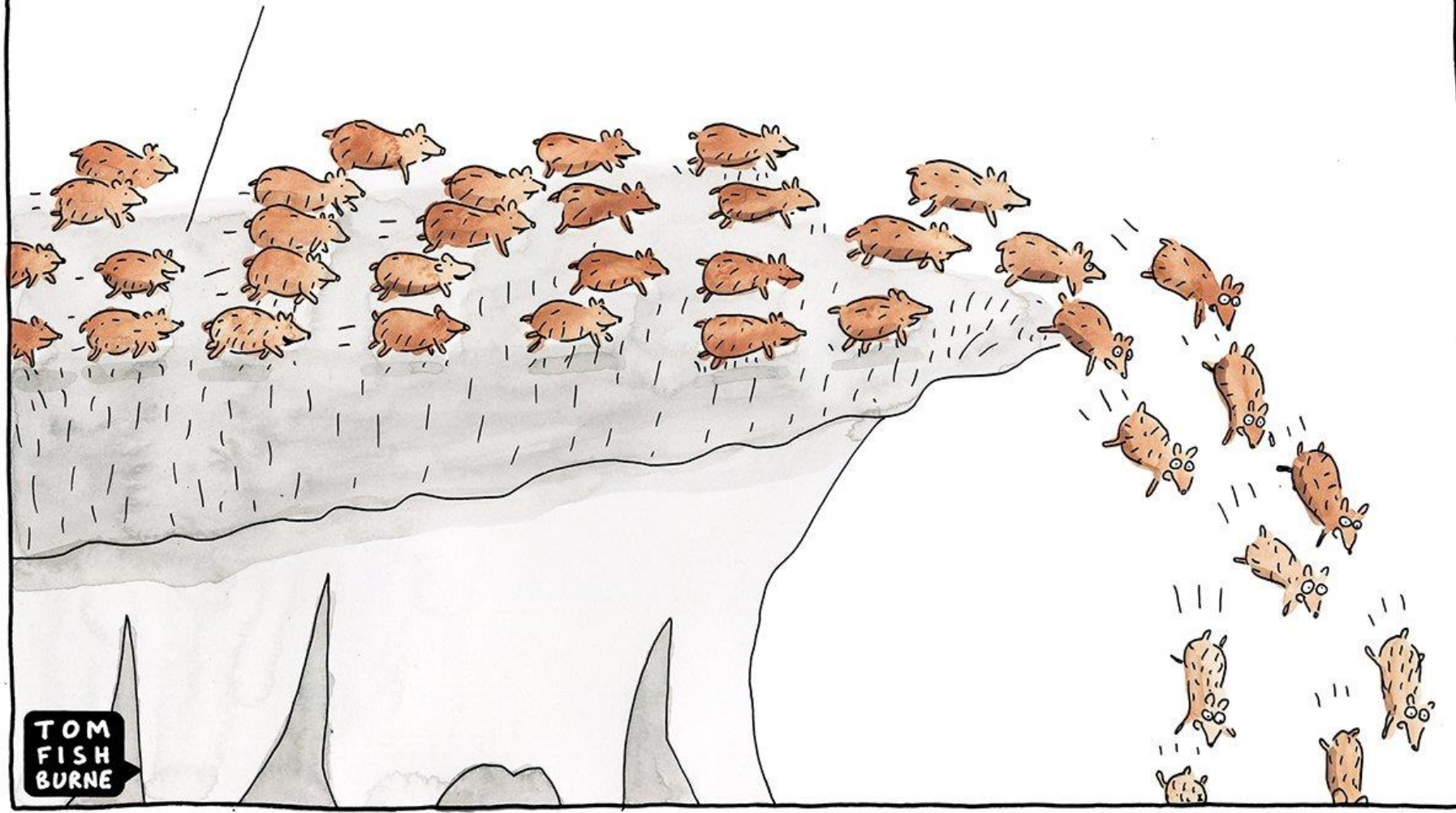
What used to be a path to a long career ...



... has set the conditions for a dangerous vicious cycle.



I'M GLAD WE'RE ALL ALIGNED.



SPOTTING ORTHODOXY

Industries and companies tend to develop a **set of habits and rules** that shape widely held **“conventional wisdom”** over time— we call these rules **“orthodoxies.”**

Orthodoxies are pervasive beliefs that often go unstated and unchallenged—they shape strategy and create blind spots.

They can get in the way of breakthrough opportunities as they prevent unconventional solutions from being considered.



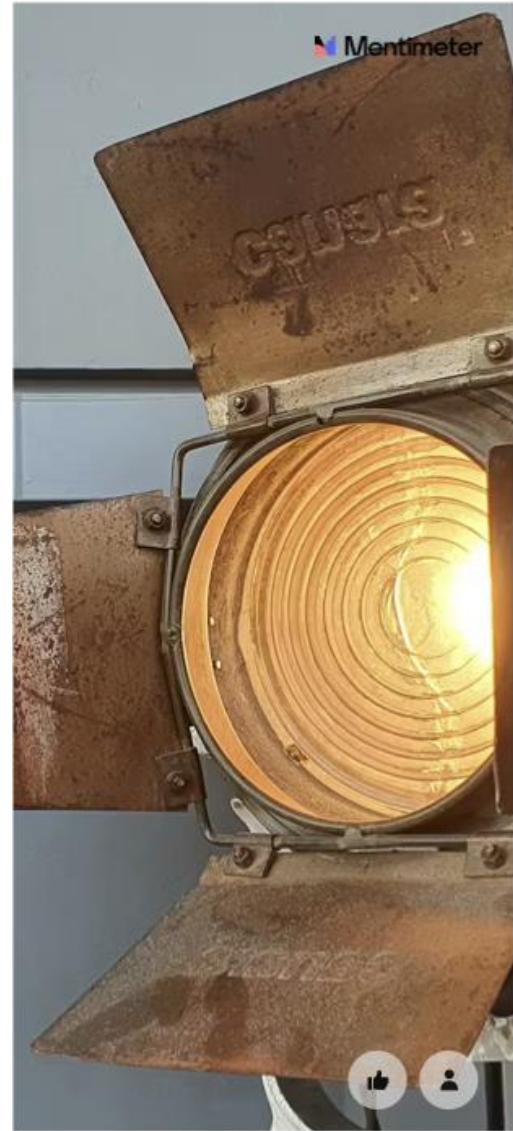
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Where have you seen orthodoxies in your career or role?

All responses to your question will be shown here

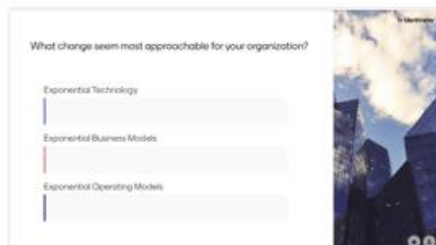
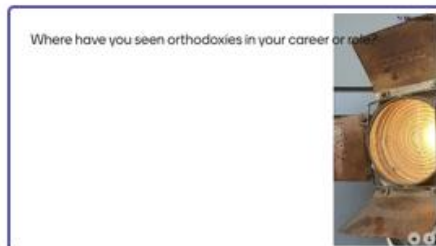
Each response can be up to 200 characters long

Turn on voting to let participants vote for their favorites



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Human-Centered Org ...

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The Now:

From Foundational Orthodoxy
to Exponential Opportunity



Yesterday's design orthodoxies are colliding with today's exponential realities forcing us all to reimagine the foundations of the practice of org design

Organizing in an Exponential World

Exponential Technology

Robotics, AV

AI, Generative Design

Blockchain

Exponential Business Models

Platforms

Data-as-an-asset, AI-Driven

API, Ecosystem-as-a-Service

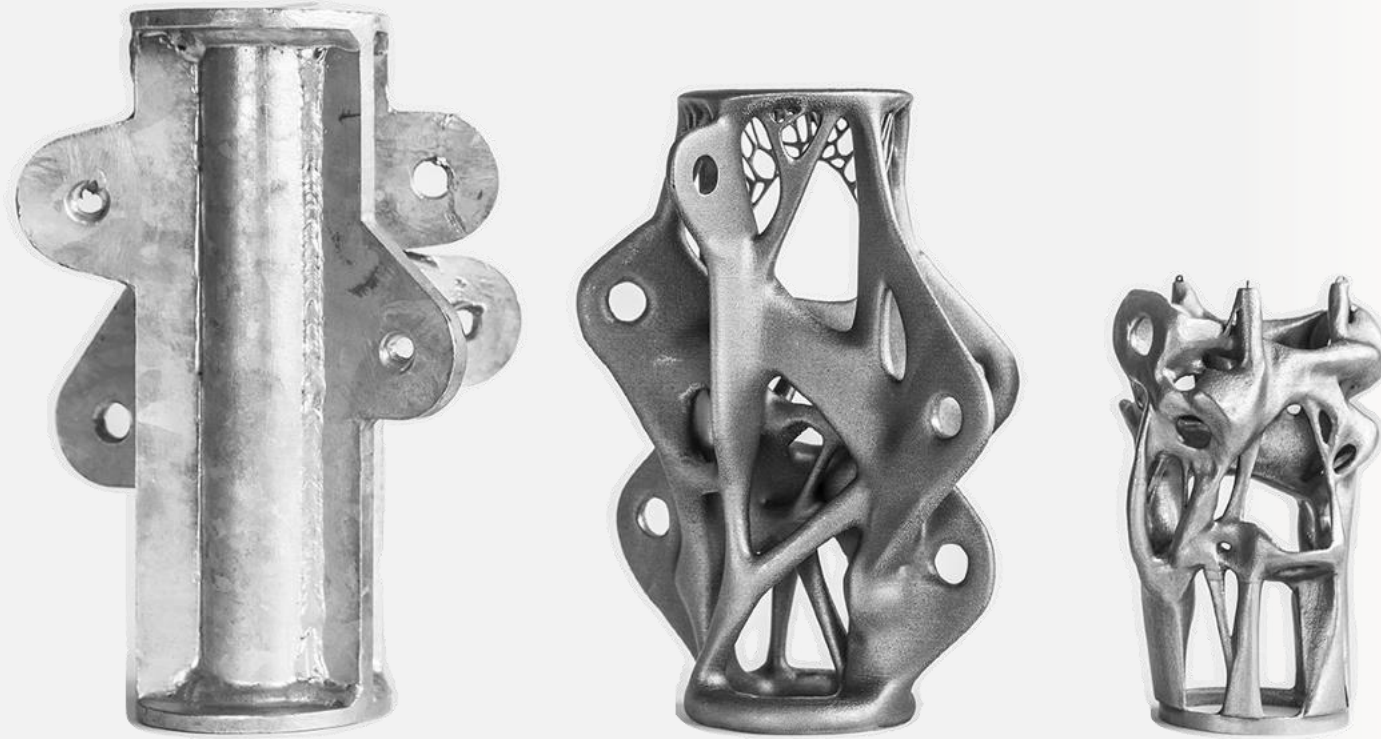
Exponential Operating Models

Holacracy

DAO's

On-Demand / Cloud
Workforce

Exponential Technology



Exponential Business Models

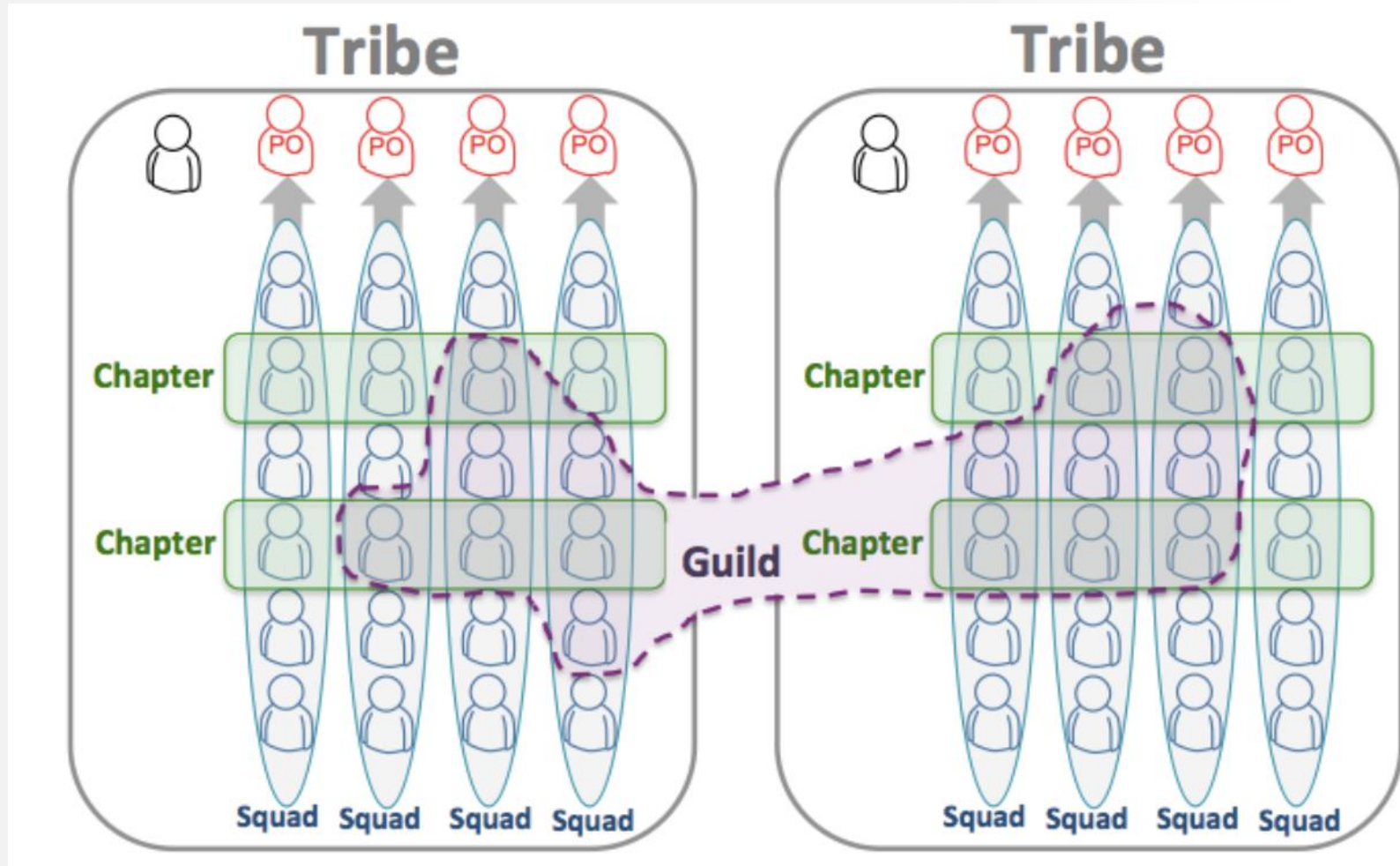
TED^x

x = independently organized TED event

Exponential Operating Models



Spotify®



Exponential Operating Models





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What change seem most approachable for your organization?

Exponential Technology

Exponential Business Models

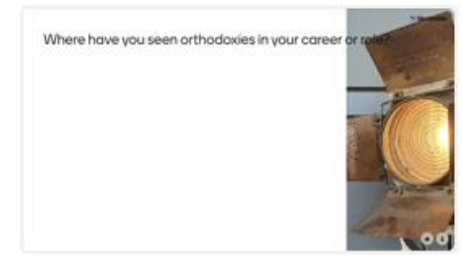
Exponential Operating Models



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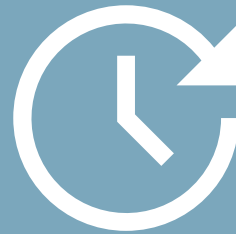
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The Next:

*From Exponential
Opportunity to the
Edge of What's
Next*



"The best way to predict the future is to
create it"

- Peter Drucker

What we won't be able to predict



What will be the next best tech



What will be next global, black swan event



What competitors will do



What humans will do

What we may be able to predict



No one's crystal ball is clearer than anyone else's



If you want to know how a lion hunts, don't go to the zoo. Go to the jungle



The best way to predict the future is to create it

Where does this leave us, as practitioners?

Double down on human-centered

Changing anything means changing behavior.

Take a beginner's mindset

“In the beginner’s mind there are many possibilities, but in the expert’s, there are few.”

Minimum Viable Move

Think big, start small, move quickly.

Double down on human centered design.



Most companies have lost sight of the fundamental subatomic element of business: *changing human behavior.*"

How do you do something different than what you're doing today?

Bring a beginner's mind to the problem.



In the beginner's mind there are many possibilities, but in the expert's, there are few."

The **beginner's mind** is core to recognizing orthodoxy.

Make Minimum Viable Moves



We must be constantly tinkering: try something, if it works, great; if it doesn't, try something else."

Take small steps to allow for learning and challenge assumptions without failing.

Orthodoxies that we see most often...

The infographic consists of five vertical cards, each with a distinct color and iconography. Each card is divided into two main sections: 'EXISTING NORM' and 'LOOKING AHEAD'. The 'EXISTING NORM' section describes current practices, while the 'LOOKING AHEAD' section provides future projections based on industry research. The cards are: 1. AI Training (Behavior & Adoption): Existing norm is training AI, not people; looking ahead, 70% of challenges are attributed to people/process issues. 2. Recruitment (Ways of Working): Existing norm is resumes/cover letters; looking ahead, 72% of hiring professionals are shifting to skills assessments. 3. Customer focus (Strategy): Existing norm is B2B/B2C; looking ahead, 30% of enterprises will use B2I by 2026. 4. Workforce Composition (Structure): Existing norm is full-time employees; looking ahead, blended workforce is expanding. 5. Annual Strategy Planning (Strategy): Existing norm is fixed annual cycle; looking ahead, AI integration will speed up planning and improve forecasts.

Topic	Existing Norm	Looking Ahead
AI Training	We'll train the AI, not the people.	70% of AI project challenges are attributed to people and process issues, such as lack of training and change management, while only 10% stem from problems with the AI algorithms themselves. (BCG)
Recruitment = Resumes and Cover Letters	Candidates are evaluated based on resumes, cover letters, interviews, and credentials	72% of hiring professionals have shifted toward using skills assessments rather than traditional résumés to qualify candidates. (HR Magazine)
Customer are solely B2B or B2C not B2x2x	The customer is viewed primarily as the end recipient of products or services.	By 2026, 30% of enterprises will use B2I (business-to-individual) segmentation to hyper-customize experiences. (Forrester)
Workforce Composition	Organizations rely on full-time employees in clearly defined roles.	The blended workforce is expanding—freelancers, fractional executives, gig talent, and AI agents are integrated into teams. Forecasts say that 35% of the workforce will be non-traditional by 2030. (Gartner)
Annual Strategy Planning	Strategy is set on a fixed annual cycle with defined objectives and resources.	Companies that incorporate AI into their planning & forecasting can achieve: 30% faster planning cycles; 20%-40% more accurate forecasts; 20%-30% increase in overall finance productivity. (BCG)

What orthodoxy resonates most with the challenges you or your organization are facing today?



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What orthodoxy resonates most with the challenges you or your organization are facing today?

focus transpiration

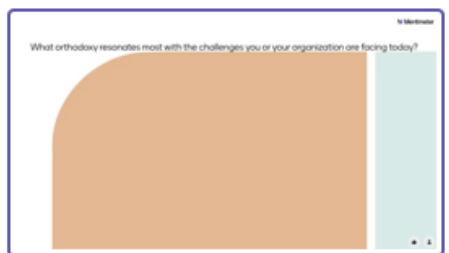
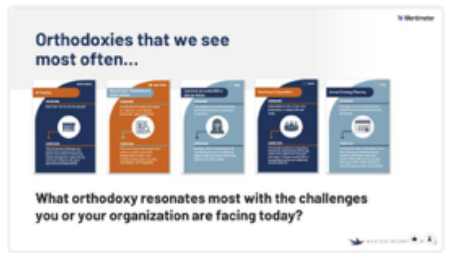
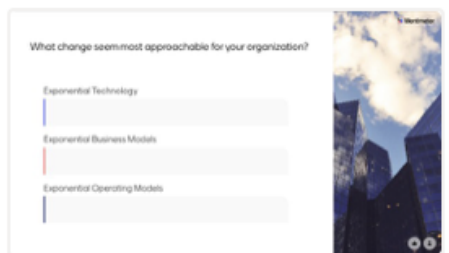
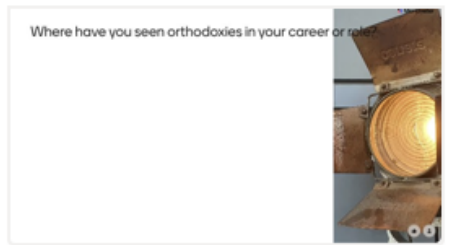
creative

fast bold

inspiration

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Human-Centered Org ...





I was told over and over again that I would never be successful, that I was not going to be competitive, and the technique was simply not going to work. All I could do was shrug and say:

"We'll just have to see."

Dick Fosbury



Interested in more...?

The infographic consists of three overlapping cards. The top card is blue and titled 'Strategy'. The middle card is orange and titled 'Ways of Working'. The bottom card is dark blue and titled 'Structure'. Each card has a header, an 'EXISTING NORM' section, an icon, and a 'LOOKING AHEAD' section.

Strategy

Customer = Survey Data

EXISTING NORM
Customer input is gathered through surveys and structured feedback mechanisms.

LOOKING AHEAD
By 2028, 70% of customer interactions are expected to be initiated and resolved through digital assistants integrated into mobile devices. (Gartner)

Ways of Working

Work = Time Spent

EXISTING NORM
Productivity is as low as time spent online working.

LOOKING AHEAD
92% of companies maintained a 4-day work week with equal or better productivity (4DWG)

Structure

Decision Rights

EXISTING NORM
Strategic decisions are escalated through layers of leadership for approval.

LOOKING AHEAD
Empowered networks and decentralized decision-making are rising. A study found that organizations with distributed authority are 1.4x more likely to outperform peers on speed and adaptability. (McKinsey)

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