

**FORESIGHTED,
EFFECTIVE
AND ALIGNED
ORGANIZATIONAL
SYSTEM**

**DEVELOPMENT OF
THE REQUIRED TASK
DELEGATIONS AND
STRUCTURE**

ENHANCER[®]

Executive Advisors

CREATING THE REQUIRED ORGANIZATIONAL CONDITIONS

Successful leadership is not only a matter of determining the desired position and choosing the right strategy to get there. It is also a matter of establishing the required organizational conditions for operationalization: providing clarity in what needs to be accomplished on all levels; creating a purposive organizational structure, vertically and horizontally, and ensuring the right staffing and follow-up systems. Enhancer provides a powerful and holistic system approach for executives, boards and active owners to better understand, predict and optimize the organization's ability to complete the overall mission.

CLEAR AND ALIGNED TASK DELEGATIONS AND STRUCTURE

Tools like business plans, KPIs/scores and job descriptions including cross-functional responsibilities are all important components to ensure that the organization is effectively directed and led. Task delegations however should include the longest-term accomplishment in a specific targeted completion time, in the context of the organization's overall desired future position and strategy. All roles have important short-term tasks that need to be dealt with immediately, but the longest-term task is what gives context and direction to the shorter-term tasks. The approach could be seen as an analogy to how large construction projects are set up; emphasizing clear tasks, time schedules, and clarified interdependencies for all subprojects in the context of the whole. By clarifying, calibrating and shaping

the most long-term and strategic mission for the head of the organization, it is possible to develop clear and aligned task delegations together with managers. The process ensures the required structure with the right number of levels, match between delegated tasks and individuals and a relevant and aligned follow-up system.

In the absence of clear tasks it will be up to each individual to try to make the accurate interpretation of what is expected in the specific role, and how to best contribute to the organization's overall mission. Common consequences of lack of clarity and resulting organizational deficiencies are e.g. short-sightedness, silos, decisions that are not executed, slow implementation and firefighting.

TASK ASSIGNMENT – EXECUTIVE GENERATED CONTENT

Together with managers, Enhancer develops clear and aligned task delegations through a structured process, capturing input from the organization's experienced decision-makers – Executive Generated Content. The overall mission for the organization, the task of the Head, is the starting point for effectively clarifying and communicating what needs to be accomplished in different roles. This is done by cascading the task for each manager role to the next level of direct reporting roles. The process of developing clear task delegations is by itself clarifying, and drives alignment as well as understanding of horizontal and cross-functional relationships.

Each task delegation consists of a long-term desired position for the role, strategies to get there and key performance indicators (few and relevant) for effective follow-up.

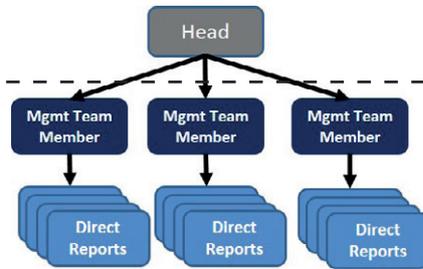
Desired position

Strategies — how to get there

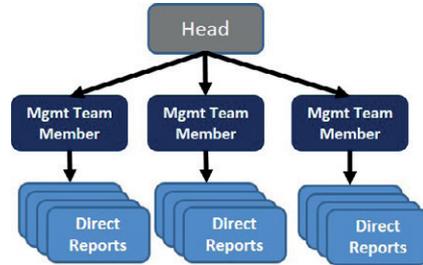
KPIs & scores

TASK ASSIGNMENT PROCESS

1. Clarification of the Heads overall task



2. Clarification of the needed task delegations to the mgmt team and to their direct reports



3. Peer calibration and alignment on what should be accomplished long-term in each role

OUTCOMES OF TASK ASSIGNMENT PROCESS

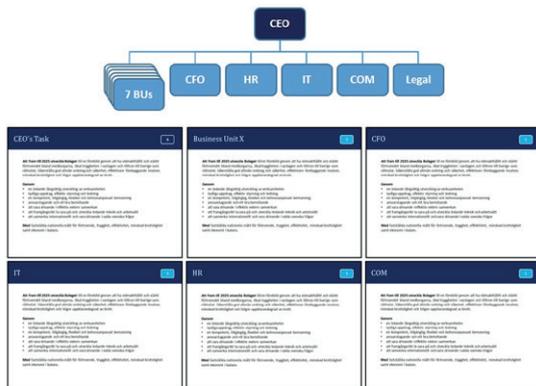
- **Clear and aligned task delegations** including long-term desired position, strategies and KPIs for all included roles
- **Suggestions for different structural solutions** to enable the Head to accomplish his/her own task
- **Shared and aligned view**, vertically and horizontally, on what needs to be accomplished in each role
- **Talent pool information** on analyzed levels, present level and probable maturation of individuals over time
- **Improved conditions for effective decision-making**, saving time and increasing motivation

DELIVERY AND REPORTING

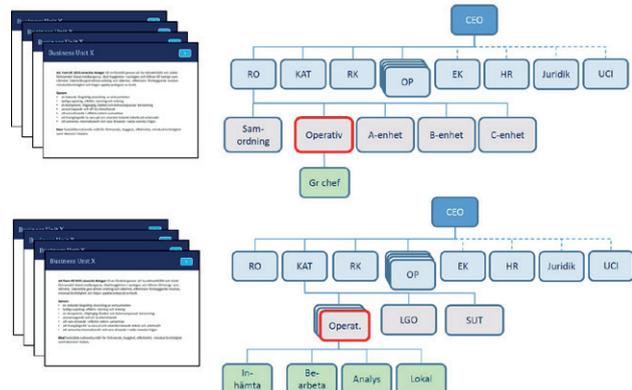
The reporting includes clear task delegations for included roles and suggestions for organizational solutions, aligned vertically and horizontally. In larger organizations, the process normally involves creating organizational “masters” for e.g. regions, production units or other functions that can

be replicated and implemented in other parts of the organization. Enhancer also contributes to alignment and buy-in among stakeholders through follow-up meetings and workshops.

Management Team Structure



Task Delegations and Structure



ENHANCER EXECUTIVE ADVISORS

Enhancer is a group of experts and advisors in how to best direct, lead and structure organizations, providing owners, boards and managers with a science-based organizational management system. We assist clients in the clarification of mission and strategy and the development of the organizational solutions required to optimize and better predict performance.

SCIENCE-BASED MANAGEMENT

Enhancer has provided clients with a powerful and time-efficient method to better understand and capture the organization's full potential since 1998. The approach is built on a scientific norm and introduces a breakthrough in how to create transparency in organizational effectiveness.

When trying to understand individuals and how they organize, researchers have through the years studied how organizational parts function and interrelate. A number of researchers* have highlighted the existence and importance of organizational levels and that the required leadership and character of work differs significantly between the levels. Based on the possibility to define and measure the organizational levels quantitatively, Jaques et al. developed Stratified Systems Theory (SST). Applying SST creates transparency in organizational conditions and enables identification and treatment of the root causes of many organizational performance barriers. Tools available through SST also provides predictability regarding which specific organizational solutions, both in terms of task delegations, structure and staffing, that will optimize organizational performance and capture the organization's full potential.

Natural and measurable levels of work

| | |
|---|--|
| 7 | Repositioning of industry <i>CEO Major Global Company</i> |
| 6 | Repositioning of group of businesses <i>Head of Group or Division of Major Global Company</i> |
| 5 | Repositioning of business unit <i>Business Unit President</i> |
| 4 | Integration and Optimization of several parallel units <i>Business Unit management team, General Manager</i> |
| 3 | Optimization of a unit <i>Unit/Department Manager</i> |
| 2 | Analyze, adapt, control, supervise <i>First line manager, Business control, Analyst</i> |
| 1 | Operate, Service, Produce |

Based on Strified Systems Theory development by Elliott Jaques et al.

EXPERIENCED ADVISORS

Since 1998, Enhancer has advised 250+ companies and organizations, both major public institutions and private companies, in the EU, Central Asia, India, China and the US. The team consists of senior consultants with high capability and extensive experience from both operational and consulting positions.

Enhancers work with management teams and boards demonstrates remarkable improvements related to how the organization is directed, led and structured. See below examples of clients as well as two published cases.

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