

**Setup
Timing
15 minutes**

▼SAY

Welcome to the 7S Framework: Getting Beyond Strategy and Structure.

My name is [NAME], and I am [TITLE/ PROFESSION].

This session will last two hours and it is hoped that you will leave with an expanded knowledge of leadership effectiveness. Your participation is not only encouraged, but will be necessary to make this experience as beneficial as possible for all of the participants.

Restrooms are located at [location] and there are refreshments available [location]. Extra pencils are available here at the table if necessary.



▼Explore

If the participants don't all know each other, ask them to very briefly introduce themselves with name and job title.

Also, ask the class, by a show of hands, how many people are already familiar with the 7S Framework. Use this information to help you as the facilitator to determine the pace and level of detail as you go through the two hour session. If all participants are familiar with the framework spend more time on application.

Agenda

- Introduction to the 7S Framework
- Application of the 7S Framework
- Wrap-up

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**Timing for
Workshop:**

2 Hours

▼ SAY

This is a list of the topic areas we will cover today.

We will start with an introduction to the 7S Framework. We will then explore the 7S Framework, taking multiple opportunities for you to apply the model to your own business, department and/or group.

▼ Introduce Your Leadership Competency Model (if your company has a model)

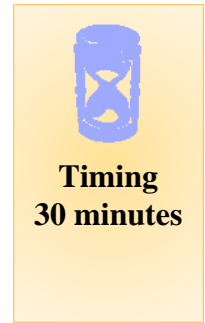
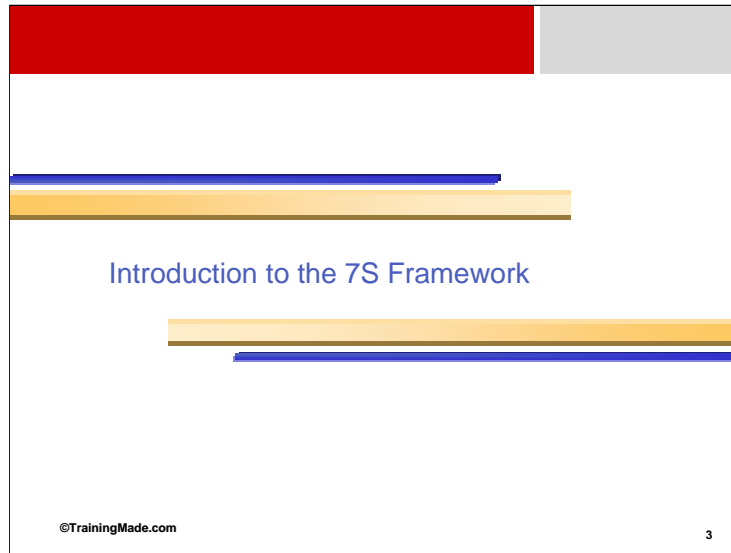
If your company has a leadership competency model we recommend you include it as a handout and/or insert as a slide. Discuss how this two hour session fits into the model. Highlight which competency this learning will help develop within the model. This product is specifically developed to build leadership skills and knowledge and can be aligned to your company's leadership competency model.

▼ Discuss Leadership Development (if your company **does NOT** have a leadership competency model)

If you don't have a leadership model make sure you emphasize --. *In the two hours session, we will concentrate on one area within the competency of business strategy. Our company recognizes that business strategy skills and knowledge are critical to success as a leader. This session is focused on the 7S framework, a tool to help leaders diagnose and think through organizational structure.*

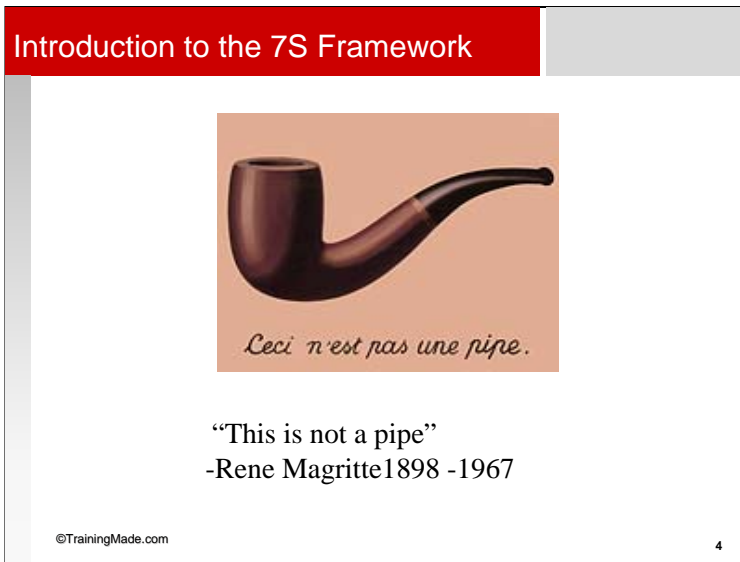
There are many other competencies (knowledge and skills) you will need to be a successful leader. (Discuss how participants can increase their competencies in other areas)

▼ Note to facilitator: TrainingMade products address all the leadership competencies needed to be a successful leader. Please view our website to preview all the products available to support developing leadership competencies. www.trainingmade.com



▼**SAY**

We are now going to start with an overview and introduction to the 7S Framework.

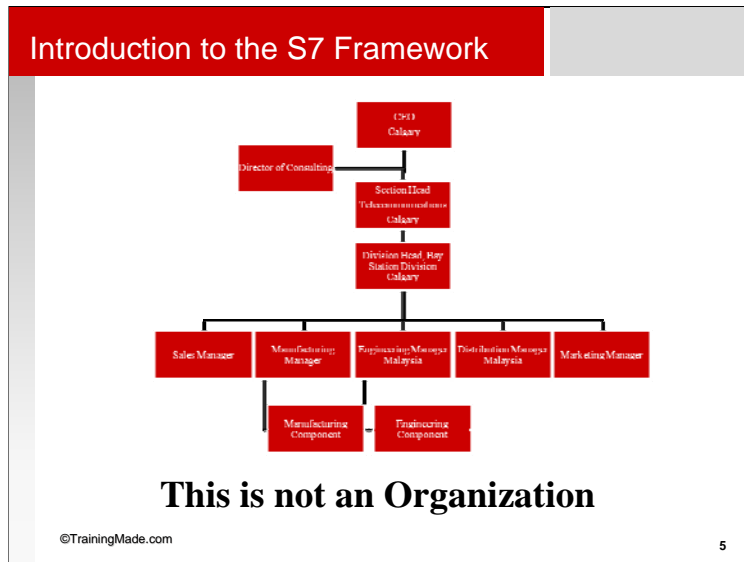


▼**SAY**

This may seem like a unusual slide to start a session, but it illustrates an important principle about today's workshop. How many of you have seen this piece of art?

"The Belgian surrealist Rene Magritte painted a series of pipes and titled the series Ceci n'est pas une pipe: this is not a pipe. The picture of the thing is not the thing..."

▼**TRANSITION TO THE NEXT SLIDE.**



▼ SAY

In the same way a structure is not an organization. We all know that, but when we reorganize what we often like to do is to restructure — move the “boxes” around.”

More often than not, the way things really get done around here are through an informal structure rather than the formal one like the one on the slide. All of you know who to ask when you really need to get something done!

▼ SUMMARIZE

Summarized from Robert Waterman, Thomas Peters & Julien Philips, ‘Structure is not Organization’, Business Horizons, June 1980.

In 1977, two young consultants with McKinsey & Company were tasked to lead an applied research project on organizational effectiveness. This project, and another looking at strategy, arose out of a renewed interest in looking at “the nature of the relationship between strategy, structure, and management effectiveness”. After two years of research, the consultants, Robert Waterman and Thomas Peters, and a colleague, Julien Phillips realized that thinking intelligently about effectiveness, especially in the complex systems we call organizations, required going beyond the dominant organizing principle of the day, i.e. that organizational structure followed strategy. The major conclusion and concept arising from their research was that there were “at least five” other interdependent variables that impact directly on performance, and ultimately on organizational results.

Introduction to the 7S Framework

What are the differences between the formal structure and “how things really get done”

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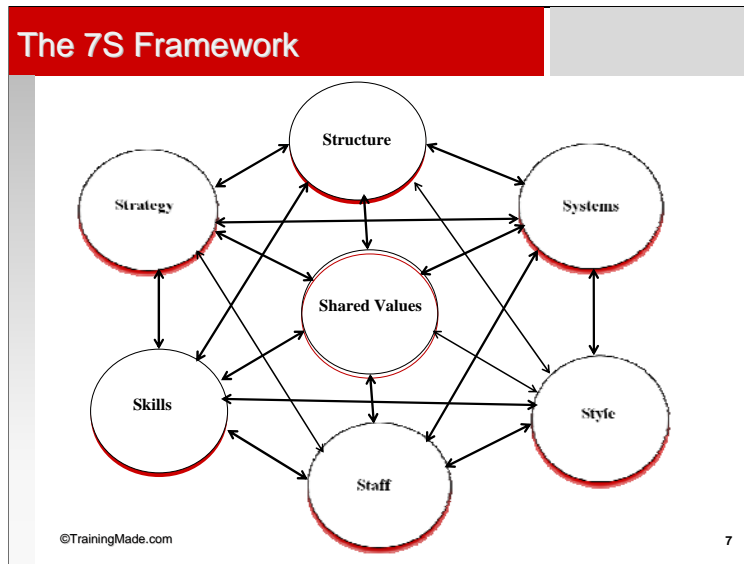
▼ACTIVITY

On the flipchart, draw a line down the page vertically. Label the right side “formal structure” and the left side “How things really get done”.

Ask the participants can anyone give an example of the difference between how things really get done around here or in the “real world” that is different then the formal structure?”

For example, who do your children go to when they want something? Who should they go to?

Write responses on the flipchart, contrasting “how things really get done” with the “formal structure”.



▼SAY

Similar to formal and informal structures, when leaders want to re-structure, they often think mainly of the formal structure of boxes and reporting lines. And unfortunately, the restructure doesn't get the results expected because organizational structures do not exist in a vacuum—they need to interact with and be supported by a number of other considerations.

Now for organizations, Here is the model the McKinsey consultants came up with. Note a few things about the model:

- *Share values: What all effective organizations or sports teams, not-for-profits, business units or work teams have is at the heart or center is Shared Values.*
- *But Shared Values are not enough. They need to be supported by a good formal Structure = how work is divided up with clear roles and responsibilities.*
- *But Shared Values and Structure are not enough either, for example, you need to lead with the best leadership Style = how participative, how much delegation, etc.*

▼Summarize

You may also wish to use some of the explanation from the article:

This “multiplicity of factors’ includes shared values, systems, style, staff and skills as well as strategy and structure to form a seven element model of organizations which became known as the McKinsey 7-S Framework. The Framework remains popular to this day not only as a useful model for thinking about organizing, but also as an insightful tool for diagnosing organizations and ensuring that all the “hardware” and “software” that make for effective organizational change and adaptation are in place for execution. The model, now so familiar, at the time of its introduction was called “a new view of organization”. This view is presented on this slide.