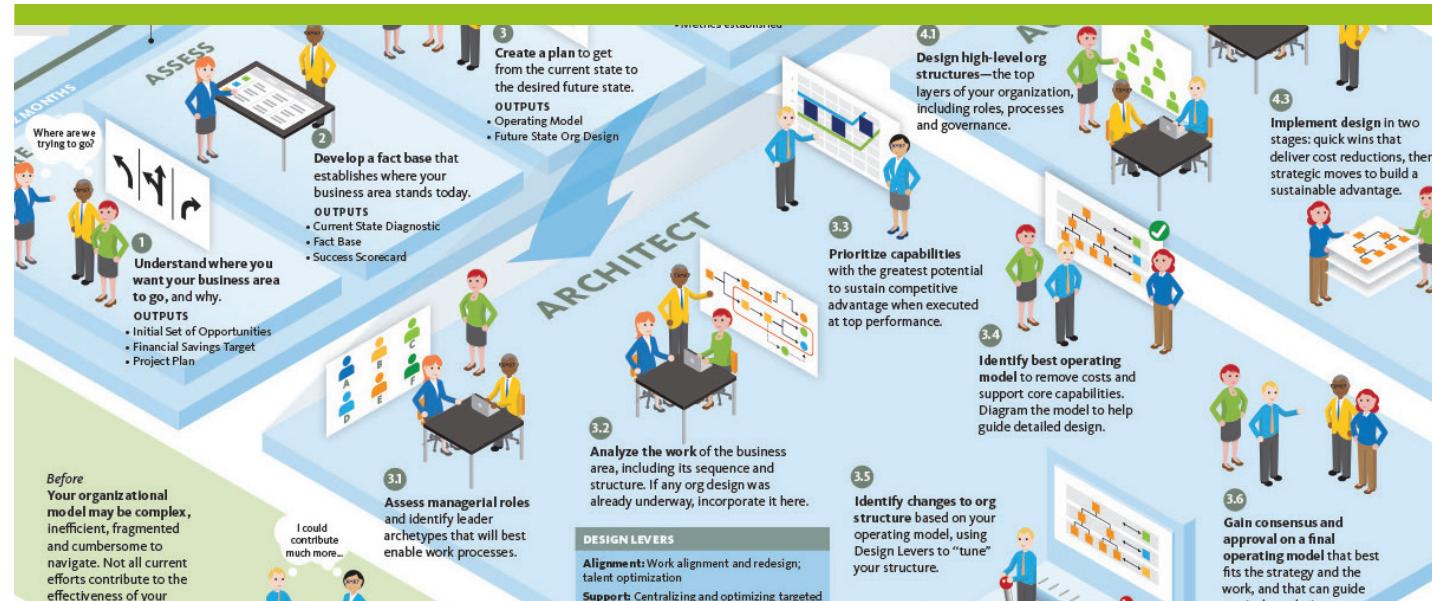


# Accelerating organizational design

A case study about using visual thinking and communication to quickly change an organization.



## Opportunity

Organizational design can be a tricky undertaking for any company, especially one as large as Anthem, Inc. During an organizational design process, it's crucial that the team and all of the people they touch—including leaders and internal partners—have a clear understanding of the process, roles, and goals to ensure they stay focused. Being able to tell the team's story in a way that is clear and concise drove both efficiency and effectiveness.

## Solution

To help the organizational design team codify their thinking, create internal alignment, and communicate efficiently and effectively with partners, ThoughtForm facilitated the team to discuss their design principles, approach, and big ideas. We then translated their vision and process into an easy to understand, single-page Foglifter® and a deep-dive playbook that was shared with the Anthem executive team, internal partners, managers, and other leaders.

## Project Impact

- **Built internal alignment** and agreed-upon roadmap of the organizational design process.
- **Accelerated leadership's understanding** of process and value for quick approval.
- **Sped the recruitment and engagement of internal partners** who needed to participate in and support the organizational design process without reservation.

# What did we do?



## **Created a visual representation to arrive at a solution everyone could agree on.**

By illustrating the process, the organizational design team was able to think it through from beginning to end, and create a shared focal point for discussion.

The visual process helped the team to spot differences in vocabulary and arrive at a common language. It also inspired the team to envision the path forward along with all of the possible outcomes.

This dialogue uncovered differences in team members' views of the process, and gaps in the story being told. It also helped align the team on a shared vision of goals, outputs, and roles.



## **Armed the team with the tools to get swift and full-hearted aproval from leadership.**

the Foglifter® that ThoughtForm and Anthem co-created helped the team present to Anthem's leadership to establish the premise of the project quickly. With less time spent explaining, the team was able to spend more time in meaningful discussion.

The visualization brought clarity without oversimplifying the message, and made the approach and outcomes tangible. Using visual communication also differentiated the organizational design team's efforts from other current initiatives and helped to achieve executive attention.



## **Rapidly engaged internal partners to implement the process.**

Using the Foglifter®, the organizational design team was able to orient other teams quickly. The plan was then unpacked further in the Playbook. With both tools in use, participants could more easily envision and understand their roles within the overall effort.

As the team dove into the work, the playbook kept everyone focused on the process, while speeding the onboarding of new team members. A clear and tangible understanding of the process empowered internal partner teams to participate fully and co-create the outcomes they wanted.

# Who did we help?

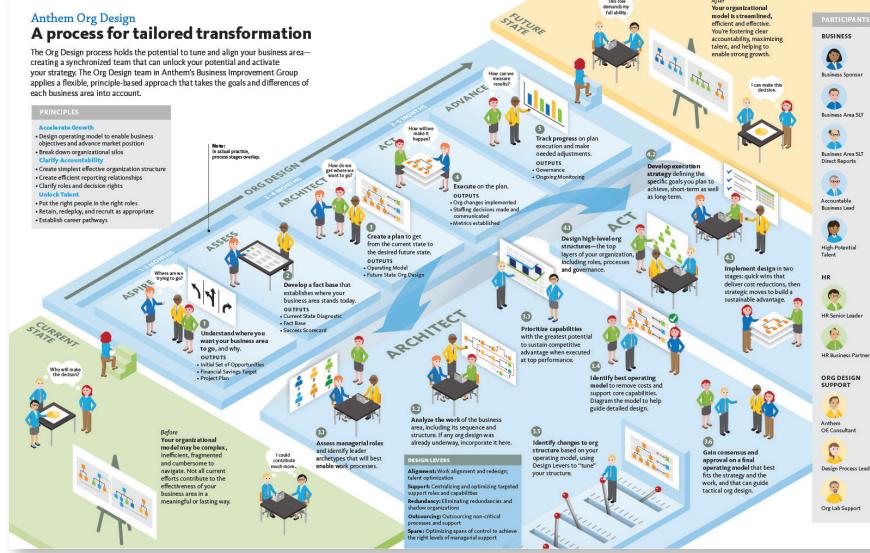
## **Anthem, Inc. - A leading health benefit company**

Anthem, Inc. is working to transform health care with trusted and caring solutions. Their health plan companies deliver quality products and services that give their members access to the care they need. With over 74 million people served by its affiliated companies, including nearly 40 million within its family of health plans, Anthem is one of the nation's leading health benefits companies.

# What did we create?

## Organizational Design Foglifter®

The Organizational Design Foglifter® gave a high-level, clear, and concise view of the overall scope, approach, and plan for the organizational design team, the Anthem executive team, internal partners, managers, and other leaders.

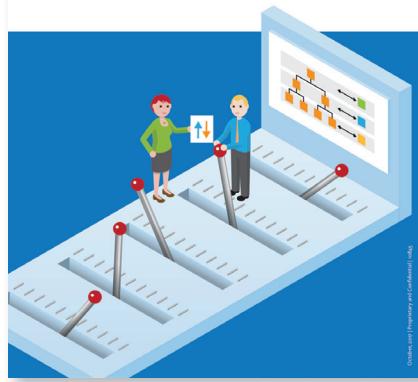


## Organizational Design Playbook

The Organizational Design Playbook provided additional detail to activate participants in the organizational design process. The playbook included the Organizational Design Foglifter®, along with design principles, roles, a detailed process diagram, and content on metrics, and milestones. It also included justification for the designed process, and detailed the value it would provide for Anthem. The purpose of the playbook was to keep the large, extended team on the same page and give them a common grounding and reference point during the organizational design process.

## Anthem's Org Design Playbook

A guide for teams in using organization design to help realize transformational strategies



**The Benefits of Org Design**

Org design offers the potential to transform your business area into a more efficient, innovative, and effective organization. By aligning your organization's structure, culture, and processes to better support its strategy, you can unlock significant value and advance success.

**Our Approach**

Org design offers the potential to transform your business area into a more efficient, innovative, and effective organization. By aligning your organization's structure, culture, and processes to better support its strategy, you can unlock significant value and advance success.

**Who's Who**

You and your colleagues are the ones who will make or break your design. Only you can understand what needs to move your strategy forward. Throughout the process, however, there are many experts in human resource and organizational development who can offer an overview of the key players.

**Business Area Team**

Leading and supporting your business area through the design process is your responsibility. Your team will move your strategy forward. Through the process, however, there are many experts in human resource and organizational development who can offer an overview of the key players.

**Gated Phase of the Process Continued**

**ASSESS**

- Understand where you want your business area to go, and why.
- Develop a fact base that establishes where your business area stands today.
- Assess the work of the business area, including its sequence and interconnection with other business areas already underway, incorporate it here.
- Analyze the work of the business area, including its sequence and interconnection with other business areas already underway, incorporate it here.
- Identify changes to org structure to remove costs and improve efficiency. Diagram the model to help guide detailed design.
- Outline objectives and approval on final org structure. This is the first test of the strategy and the work, and that can guide tactical org design.

**DESIGN LEVELS**

Alignment: Work alignment and redesign: Identify opportunities to support centralizing and optimizing logical functions, such as HR, Finance, and Technology. Redundancy: Eliminating redundancies and consolidating resources. Outsourcing: Offshoring non-critical processes and support. Right levels of control: Achieve the right levels of managed support.

**ACT**

- Understand where you want your business area to go, and why.
- Develop a fact base that establishes where your business area stands today.
- Assess the work of the business area, including its sequence and interconnection with other business areas already underway, incorporate it here.
- Analyze the work of the business area, including its sequence and interconnection with other business areas already underway, incorporate it here.
- Identify changes to org structure to remove costs and improve efficiency. Diagram the model to help guide detailed design.
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# How did we do it?

To ensure alignment, ThoughtForm and Anthem used a highly collaborative, iterative, and agile process.



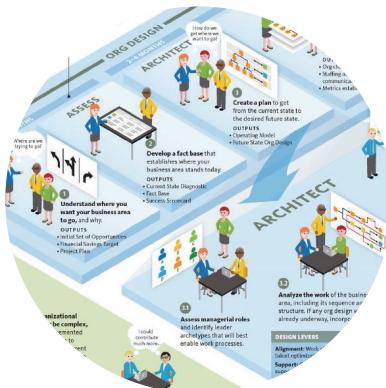
**Team kickoff** to align principles, vocabulary, and overall approach.



**Team alignment** to draw out details and finalize the process.



**Leadership review** to get approval for roll-out.



**Client orientation** to onboard internal partners.



**Project session** to participate in the organizational design process.

# ThoughtForm

ThoughtForm transforms ideas to connect people with actionable information. Working where strategy meets design, we help our clients turn fuzzy ideas, challenges, and opportunities into clear and meaningful messages and experiences. With ThoughtForm you can engage and inspire people, build their understanding, and enable them to take action.

ThoughtForm is a Pittsburgh-based design consultancy focused on visual communications. We work with leadership teams in organizations ranging from Fortune 100 companies to small nonprofits. Let us give your thoughts a visual form with the power to communicate.

To find out how our design solutions can help you contact Laura Sebulsky at:

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To learn more, visit us at:  
**[thoughtform.com](http://thoughtform.com)**

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