When it gets hot in your digital transformation challenge

Organizational Heat Map

Understanding the formal and informal sides of your organization

Identifying hot spots between current and future structures

Shaping and realizing your sustainable transformation plan by turning hot spots into sweet spots

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Why digital transformation processes usually fail because of the organization – and what can be done about it

Digital technologies influence structures and processes in an organization.

In other words: Digitization frequently changes the formal structures of organizations and also encounters informality.

This might lead to resistance and informal reactions which are often times underestimated during planning and implementation.

In order to make transformation projects successful, it is necessary to take all three sides of the organization into account:

The display side

It encompasses the self-presentation of organizations and their actors – both internally and externally.

e. g. the corporate website or the presentations and appearances of executives

The formal side

It contains the rules, processes and specifications that (can) be formally decided.

e. g. communication channels, process descriptions, strategy papers, etc.

The informal side

It describes the organizational culture, i. e. the lived practice that deviates from the formal rules. This always arises as a reaction to the formal structure.

e. g. short informal channels, secret leaders, and beaten process paths.

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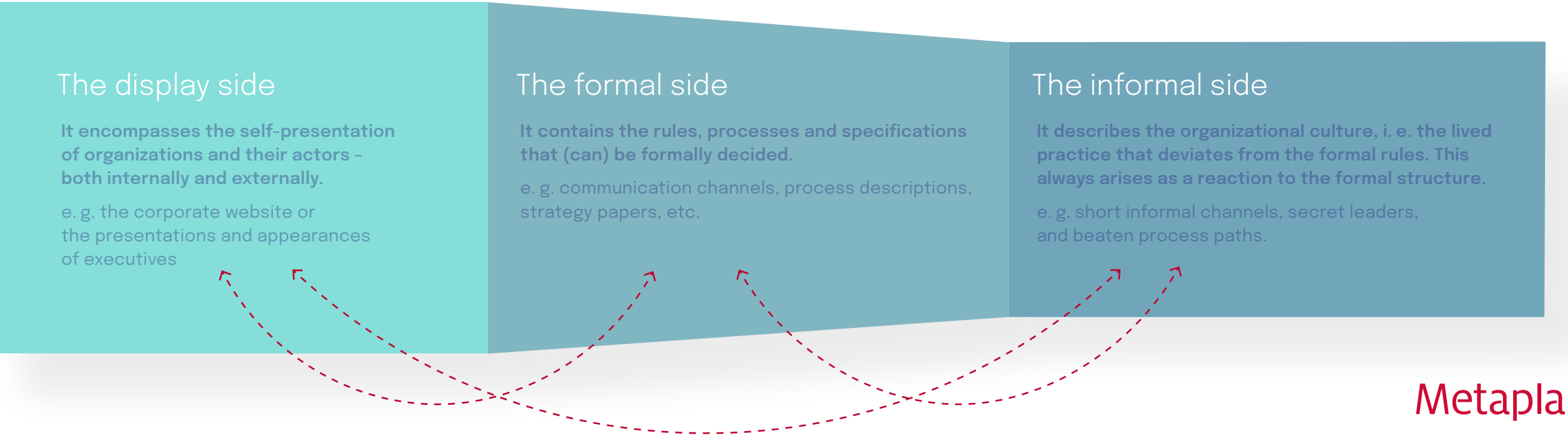
Why digital transformation processes usually fail because of the organization – and what can be done about it

The three sides are in mutual relations and dependencies to each other. Changes on one side of the organization usually provoke adjustments on the other sides.

Furthermore, there is no linearity in transformation challenges.

The dynamic in complex systems ask for a holistic, iterative approach.



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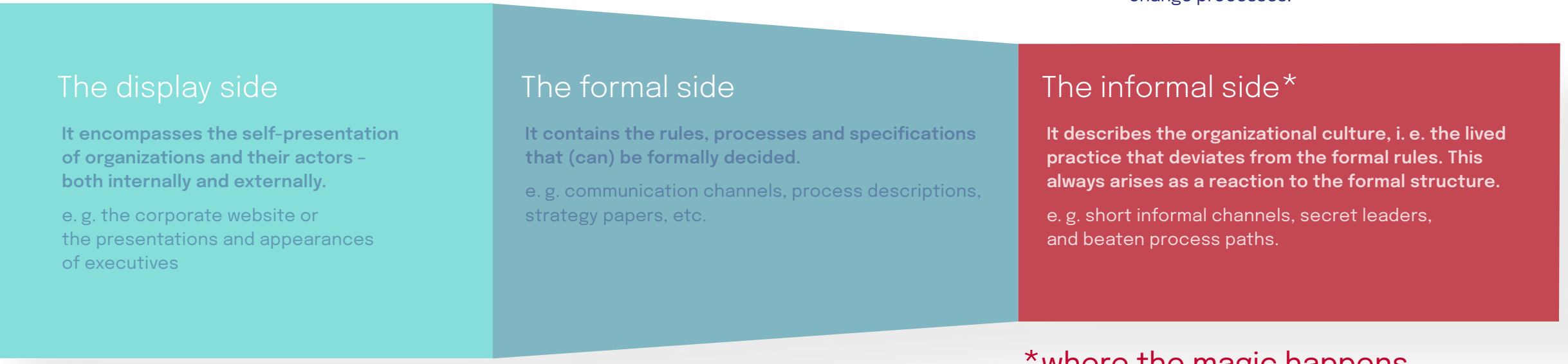
Why digital transformation processes usually fail because of the organization – and what can be done about it

But: Digitization projects focus primarily on technical and formal changes –
e. g. best practices like ITIL or frameworks like TOGAF have a rather technocratic base.

They consider the static formal representation of the organisation
and negate the power of informality.

The organization is the blind spot in the digital transformation.

This blind spot can be closed with the »Metaplan organizational heat map«. It is at the same time an analysis and design tool in change processes.



*where the magic happens

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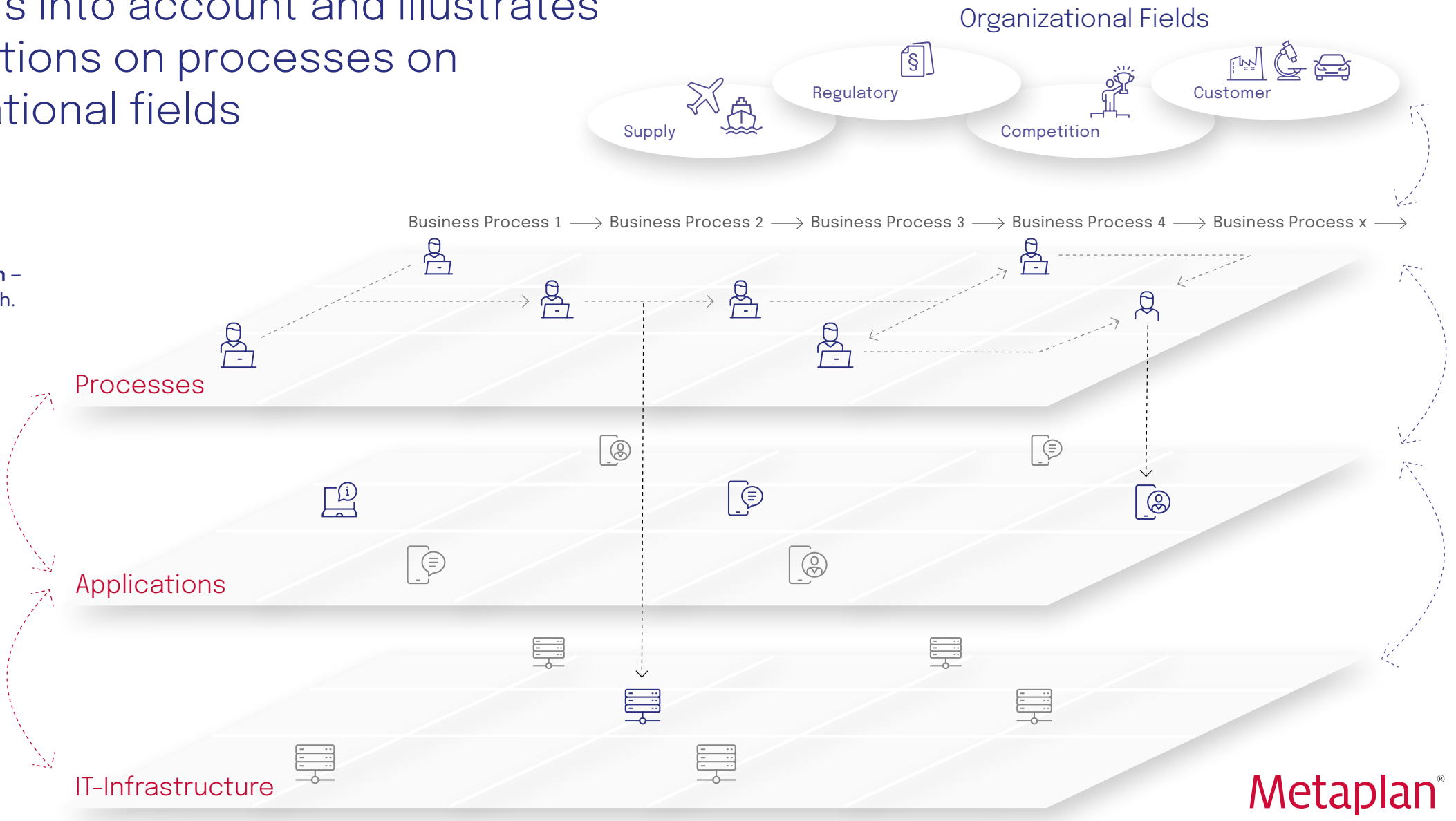
The organizational heat map takes the IT-layers into account and illustrates the implications on processes on all organizational fields

IT experts often times only look at the formal side of the organization – that is only half the truth.

We look at all the changes that technology brings, even if they are not formally codified.



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Zooming in on the organizational heat map provides the opportunity to focus on hot spots in three constellations:

Today's formal structure

1 **We compare the current and the new formal structure** to analyze how extensive the changes are

Tomorrow's formal structure

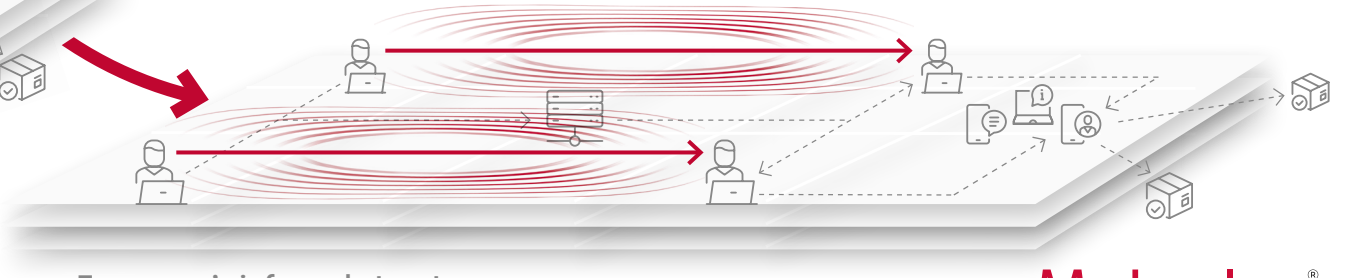
2 **We compare the current formal and the current informal structure** to analyze whether formal intentions collide with informal practices

Today's informal practice circumvents today's formal structure

Today's informal structure

3 **We anticipate the informal effects due to the new formal structure** to analyze where the formal intentions can be informally circumvented

Tomorrow's informal practice circumvents tomorrow's formal structure *and* technical solutions



Tomorrow's informal structure

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Shaping and realizing your sustainable transformation plan by turning hot spots into sweet spots:

Today's formal structure

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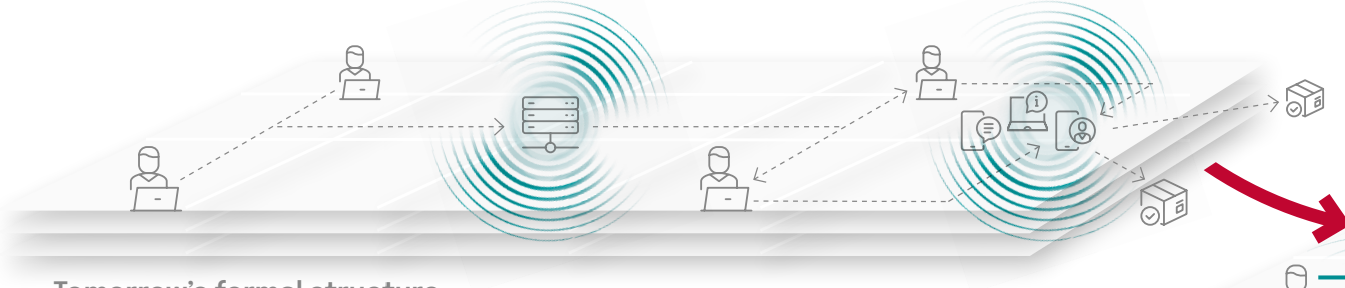

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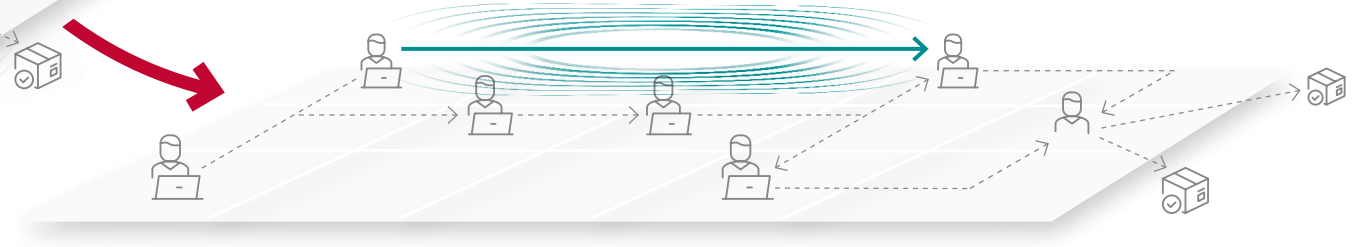

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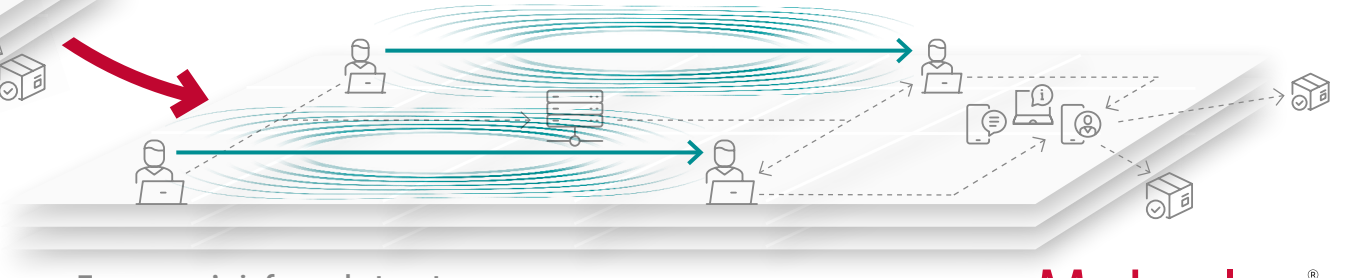

Tomorrow's informal structure

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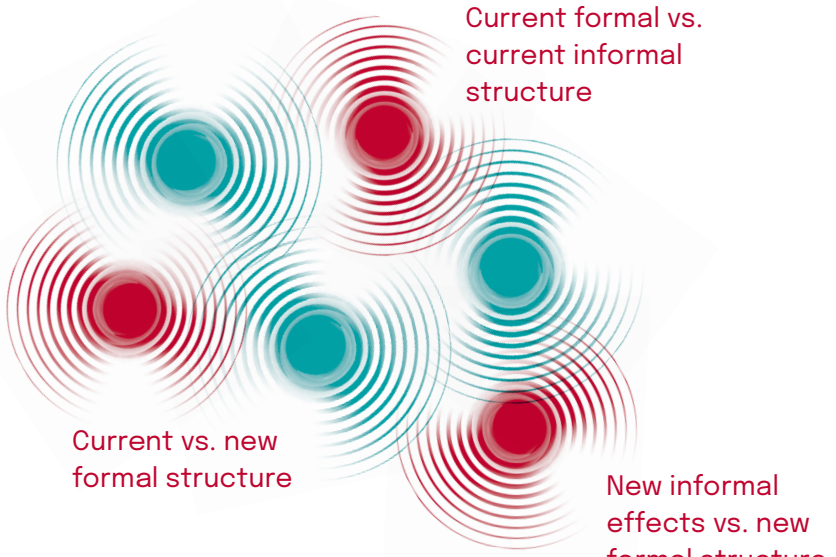
Both hot spots and sweet spots mark neuralgic points in the digital transformation project that can be used to work effectively on the structures supporting your challenge

Hot and sweet spots → **Answers will be found for various transformation questions:**



… where the formal structure changes due to digitization

… where digitization encounters informality

- In which sequence a digital solution should be implemented
- Which features / functionalities about departments and / or functions should be implemented first
- In which hot spots to expect the greatest excitement
- How to change formal structures and processes
- Which informal structures and processes to work on
- What change management could look like
- …

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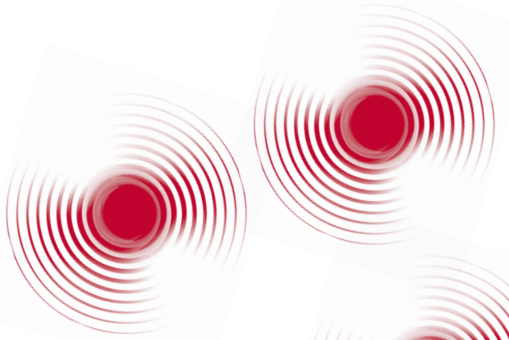

Current formal vs. current informal structure

Current vs. new formal structure

New informal effects vs. new formal structure

… where the formal structure changes due to digitization

… where digitization encounters informality

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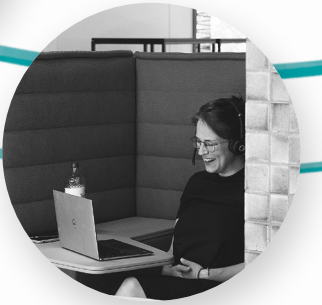
Who we are – and what makes us tick



We are a science-based organization and strategy consultancy – with more than 50 consultants in nine countries worldwide.

We combine experience in teaching and research in organizational sociology with decades of consulting practice in a variety of industries.

Together with you, we find out what opportunities and challenges your digital transformation brings and how you can make your projects succeed – remotely, hybrid or in presence.

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This is how we approach it together with you

Three phases with flexibility on focussing on what's relevant right now

Analysis tool

understand

the intention of the transformation
e. g. scope of formal change

the current formal structure

the new formal structure

the current informal ways of working together

anticipation of new informalities
via interviews with relevant stakeholders involved in the process

identify

Hotspots between current and future formal structure

Hotspots between current formal and current informal structure

Hotspots between current and future informal structure

Hotspots in a mix of all of the above.

We identify the functionality of the informal structures: »Sweet Spots«

We identify dysfunctionalities resulting from new formal and informal structures: »Hot Spots«

Planning and design tool

shape

(Re-)design the transformation plan
In which a sequence should the transformation proceed

Pre-align with relevant stakeholder
Discourse strategy taking micro-politics into account

Derive which orgiginal structures should ideally be adjusted and which levers are available to do this

Conduct shared understanding workshops

How we do it

Observations and interviews with relevant stakeholder

workshops in a smaller group

Elaboration of shaping formats with sponsors / relevant stakeholders and communication in a broader organizational public including a beneficial presentation of the initiative and yourself

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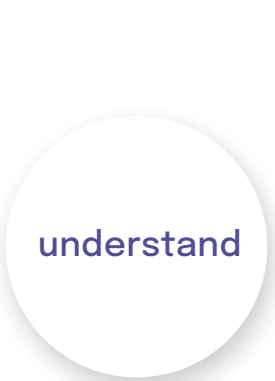
Outcome

Clear understanding of the three sides of the organization

Hotspots and Sweet Spots are identified

A clear action plan is elaborated and aligned

Our support must fit your challenge: You decide when, how intensively and at which phases we may support you.



Clear understanding of the three sides of the organization

25,500*

Hotspots and sweet spots are identified

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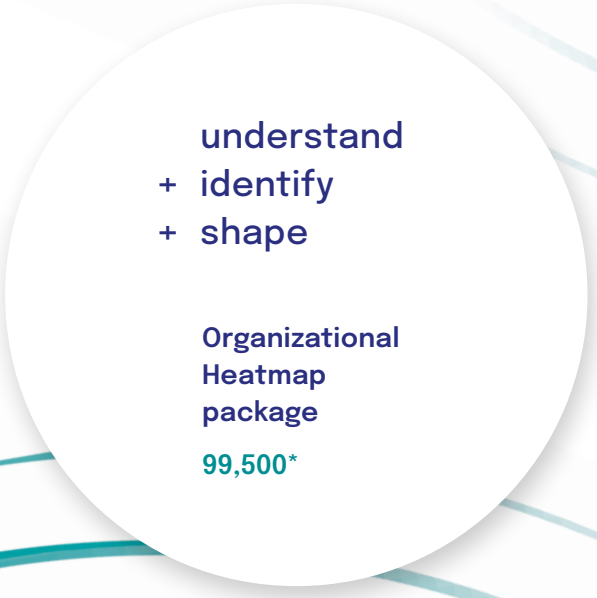
A clear action plan is elaborated and aligned

51,000*



Organizational Heatmap package

99,500*

* Estimated effort in Euro plus VAT
Alternatively we can work on time and material and decide on the go

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We look forward to working with you

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