

OrgVue^o

By **CONCENTRA**

Organisational development for disruptive times

Rupert Morrison

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The "gale of creative destruction" is the "process of industrial mutation that **incessantly revolutionises** the economic structure from within, **incessantly destroying** the old one, **incessantly creating** a new one".

Joseph Schumpeter, 1942

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2x
productivity growth
for businesses investing
in people planning

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£10.4bn
added to UK economy



From people panic to deliberate design.

Take control. Work & workforce.



A new function: Organisational planning & analysis

Finance has the planning skills, HR has the people knowledge.

Bringing the two together we call OP&A.

	Day to day	Forward-looking
	Continuous processes necessary to sustain the business but do not drive strategic advantage	Strategic planning that anticipates market changes and prepares the organisation for the future
HR	HR operations	OP&A
FINANCE	Finance operations	Financial planning & analysis (FP&A)

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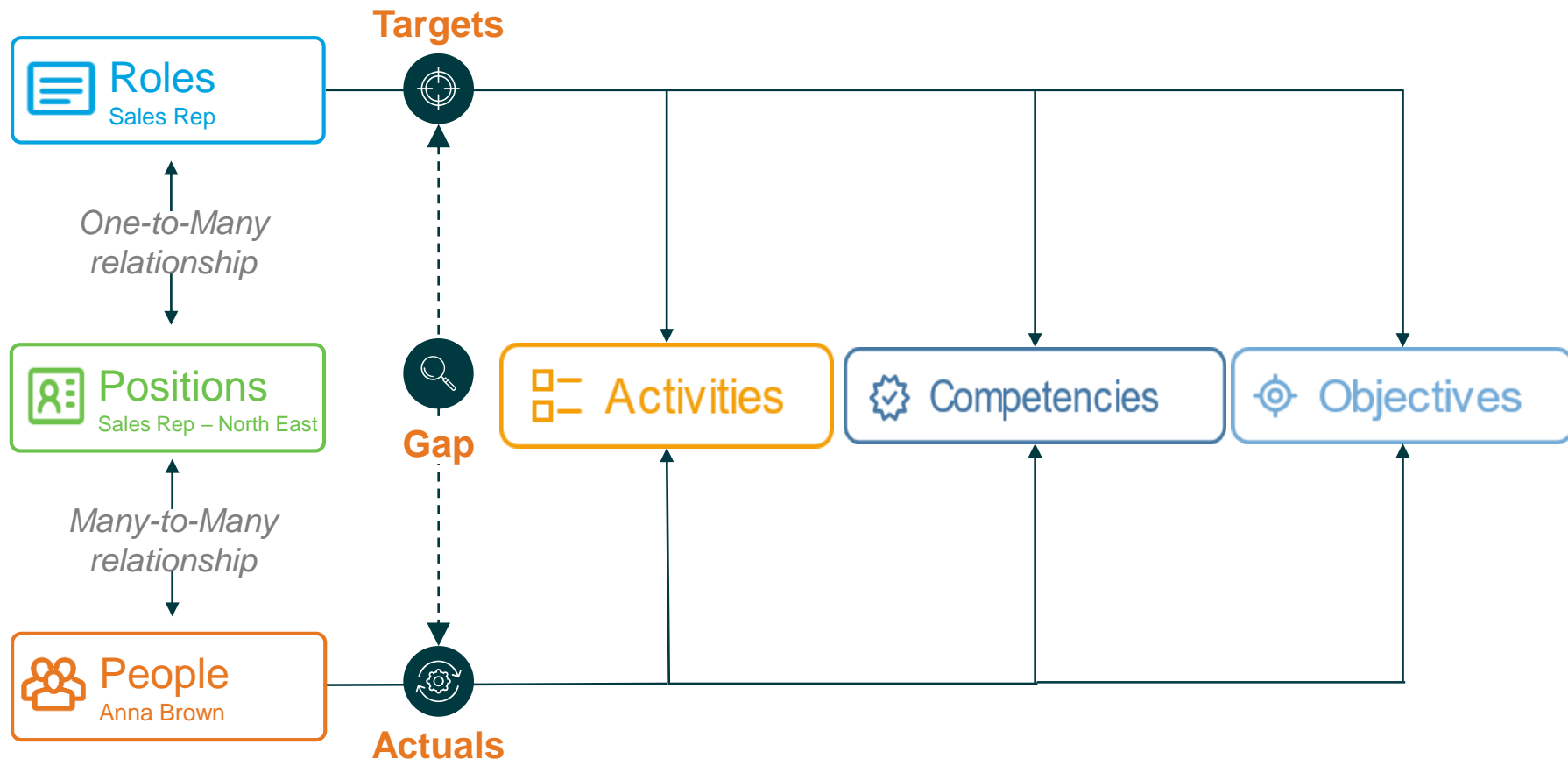
People can be champions but organisations win championships...
It's not talent or people which provide competitive edge, but
organisation systems... The key question is how to build an
organisation as a system to win in its marketplace.

David Ulrich, October 2019

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Organisations are complex systems

Use data to connect the component parts so the organisation can be visualised, analysed, planned and managed.



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Thank you
