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ChangeAbility  
The Newsletter of Redpoint Business Coaching  
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Welcome!

You are reading ChangeAbility, a newsletter from Urs Koenig, PhD, MBA, of Redpoint Business Coaching.

ChangeAbility is a bimonthly newsletter bringing you hands-on tips and cool resources for building your business and becoming a more effective leader.

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### **1. Design and Communicate Your “Org Chart” as a Competitive Tool**

The organizational structure displayed in an org chart is emotionally charged at the best of times. It represents individual power, status and influence. This is probably why so many CEOs of smaller-sized

companies just ‘haven’t gotten around’ to putting their organizational structure on paper (or updating the existing one).

Yet, leadership research shows over and over again that the worst thing you can do as a leader is to leave things ambiguous, unclear and vague. Your people demand clarity and clear direction from you.

A clear and carefully thought through organizational structure displayed in an org chart helps you and your people get oriented; more importantly, it helps you keep your bearings in times of disruption. The org chart answers seemingly simple, yet crucial questions for your people: Who does what? Who is holding me accountable for my goals? Who and what am I responsible for?

On top of this (and this is often neglected by leaders), your organizational structure is an important competitive tool. You need to structure your organization so that you are ready to achieve your business goals. The first and most important question you need to ask yourself when putting your org chart on paper is, How do we need to organize ourselves so we can win in this market?

In times of change and disruption, it is imperative that the CEO ‘owns’ the org chart and keeps communication about changes in the org structure brief and to the point. Consider the following anecdote:

‘The CEO (of a 150-person software company) realized at one point that he needed to realign internal resources because a close competitor was gaining an advantage. He called an all-hands meeting for Monday morning. “Team,” he said, “we are in for a war for market share. I get paid to win it, and so do you. But right now I don’t think we’re properly configured to win (...) so I am changing the structure of the resources so that we can execute more effectively. Most of you will continue to do the jobs you’re doing now, but you may have a different supervisor.” After showing everyone the new organizational chart, he looked at his watch. “It’s 10:45 now,” he said. “You have until noon to be annoyed should that be your reaction. At noon, pizza will be served. At one o’clock, we go to work in our new positions.” (Hamm J.: The Five Messages Leaders Must Manage’, Harvard Business Review May 2006.)

Rather than viewing the org chart as a source of anxiety, this CEO was successful in communicating to his people that changes were necessary in order to retain market share. In his words: ‘We just weren’t organized to compete and win. I wasn’t trying to shift power; I was just trying to

optimize resources. I wasn't willing to let this change be viewed as a political event. I wanted it to be seen as a business necessity to remain competitive.' (ibid)

Take away for your organization: Shift your mindset and that of your people about your org chart from 'political document' to 'competitive tool'!

## **2. Redpoint Coaching Welcomes Shannon Perry**

I am very excited to report that Shannon Perry has started to work for Redpoint Coaching as a part-time Executive Assistant. Shannon will be taking over the writing, designing and editing of coaching tools and articles as well as a variety of administrative tasks.

Shannon has a background as an educator and writer. She is also a keen athlete who loves running, riding and rock climbing. I am very excited to have her on board!

## **3. Athlete's Corner: Urs's Ultra-Cycling Season in 2006**

I am looking back at a very successful 2006 ultra-cycling season. I had three great races (see below). I pushed my body to the limit on several occasions, and as a result, I had to deal with a variety of smaller injuries. It is now time to take a break from serious training and racing and recharge the batteries!

Cascade 1,200 km Brevet (approx. 760 miles) in June 06  
(<http://www.cascade1200.com/>)

This was my most important event for the year. My goal was to re-qualify for the Race Across America (RAAM) and ride it in under 65 hours.

With the support of a superb crew of three, I finished this ride in 53 hrs, 42 minutes (average: 14.2 miles/hr) and more than reached my goal. With the exception of the first 150 miles, I rode this ride alone. I posted the fastest time and set a new course record. I spent four hours off the bike, sleeping only a total of 3 hours. The winds were very favorable, but I encountered some serious heat. The high temperature on the second day was well above 100 degrees.

Boston-Montreal-Boston 1,200 km Brevet (approx. 740) miles) in August 06 (<http://www.geocities.com/b-m-b/>)

While I set no specific time goal for this event, I wanted to learn how long I could stay on the bike without sleep. The answer is: 51 hrs and 33 minutes (average: 14.5) ☺.

I rode this ride unsupported (i.e. without a crew). I rode most of the distance in a group with six other riders. We finished with the second fastest time.

Ring Of Fire 24 hrs time trial in Maupin, OR Sept. 9<sup>th</sup>  
(<http://www.raceacrossoregon.com/roftt>)

This is one of the hardest 24-hr courses around. Nevertheless, I set a goal to ride 400 miles in 24 hours. Despite less than ideal race preparation (our car broke down on the way to the race), I won the event but fell five miles short of my goal. I rode 395 miles and averaged 16.45 mph.

Read the race blog at:

[http://www.raceacrossoregon.com/roftt\\_results/ring-of-fire-2006-results](http://www.raceacrossoregon.com/roftt_results/ring-of-fire-2006-results)

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