

# The Pizza Model

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# Introduction to the Pizza Model

## What this model is about and the purpose of it

The Pizza Model shows the components of roles in an organization oriented towards business, delivery, people and specialist.

Use the Pizza Model to understand in which orientation individuals are strongest, and as a dialogue in how to work with each orientation. The model can also be used as a mapping tool in your team or organization to see if all of the four orientations are present.

Also, the Pizza Model will have an added layer, in which you'll be able to map on which level the individual or team is. The three layers are learning, doing and teaching.

The Pizza Model gives you an understanding of where individuals are within the four orientations as well as on which level.

### The Pizza Model have four orientations and three levels:

1. The four orientations; business, delivery, people and specialist
2. The three levels; learning, doing and teaching

## Credits and rights when using this model

The Pizza Model is made by Erik Korsvik Østergaard and featured in his book 'The Responsive Leader'.

The model was developed in 2017 while working with progressive organizations, where a new approach to personal development, delegation of tasks, and engagement was needed.



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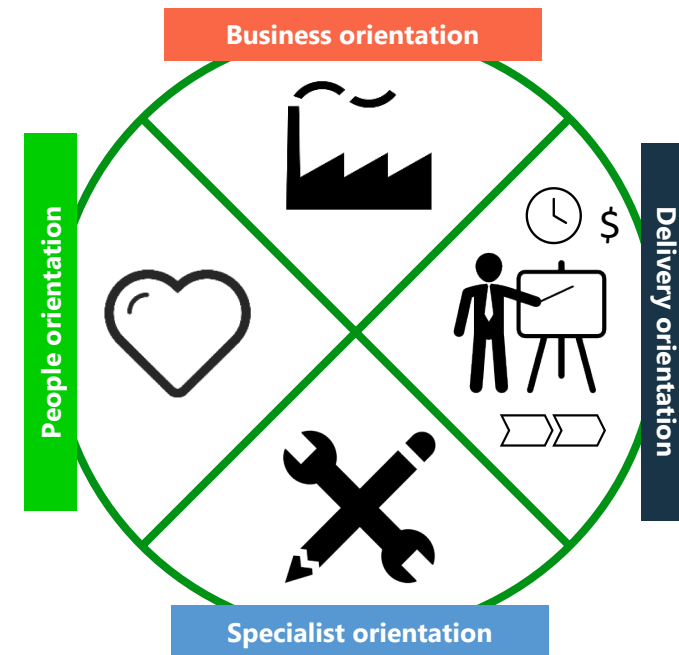
# Setting the scene of the Pizza Model

## The four orientations

The Pizza Model visualizes four orientations, that describes the components of roles in an organization. Tasks that prior was handled by the line manager are now distributed into teams, which creates a need to match tasks, people and roles.

- **The Business orientation**, focusing on business understanding, vision and strategy
- **The People orientation**, focusing on personal and interpersonal skills, coaching and mentoring.
- **The Delivery orientation**, focusing on processes, products, and projects, and all related elements of getting things done.
- **The Specialist orientation**, focusing on professional skills for craftsmanship, analysis, and production.

Using the four orientations in the matchmaking process will be valuable both when looking at individuals and their development, or when look at a team and all competences within the team. In most cases you'll be able to see in which orientations you are strongest, and which you're not by using this tool to map.



Throughout this tool we'll give examples of how to use the Pizza Model with individuals or how to map your team.

# What to use the Pizza Model for

## What's in it for me?

Before you scroll down to the workbook, think about how this model will help you in your work.

The Pizza Model will provide you with:

- A mapping of capabilities of individuals or in teams.
- A dialogue on matching capabilities, tasks and roles.
- A model for development and learning.

Furthermore, we see the model being used in especially to areas: 1) Problem solving, and 2) task overview in teams.

## Problem solving

When solving a problem, the model can be used to understand which capabilities are needed.

Start by asking four questions:

1. Which problem do we want to resolve?
2. Who does it affect?
3. What happens if we don't solve the problem?
4. What happens if we solve it?

Look at the four orientations from the model, and which areas will be affected by the problem - or are useful to solve. Afterwards, assess who in the organization has the capabilities from the affected area.

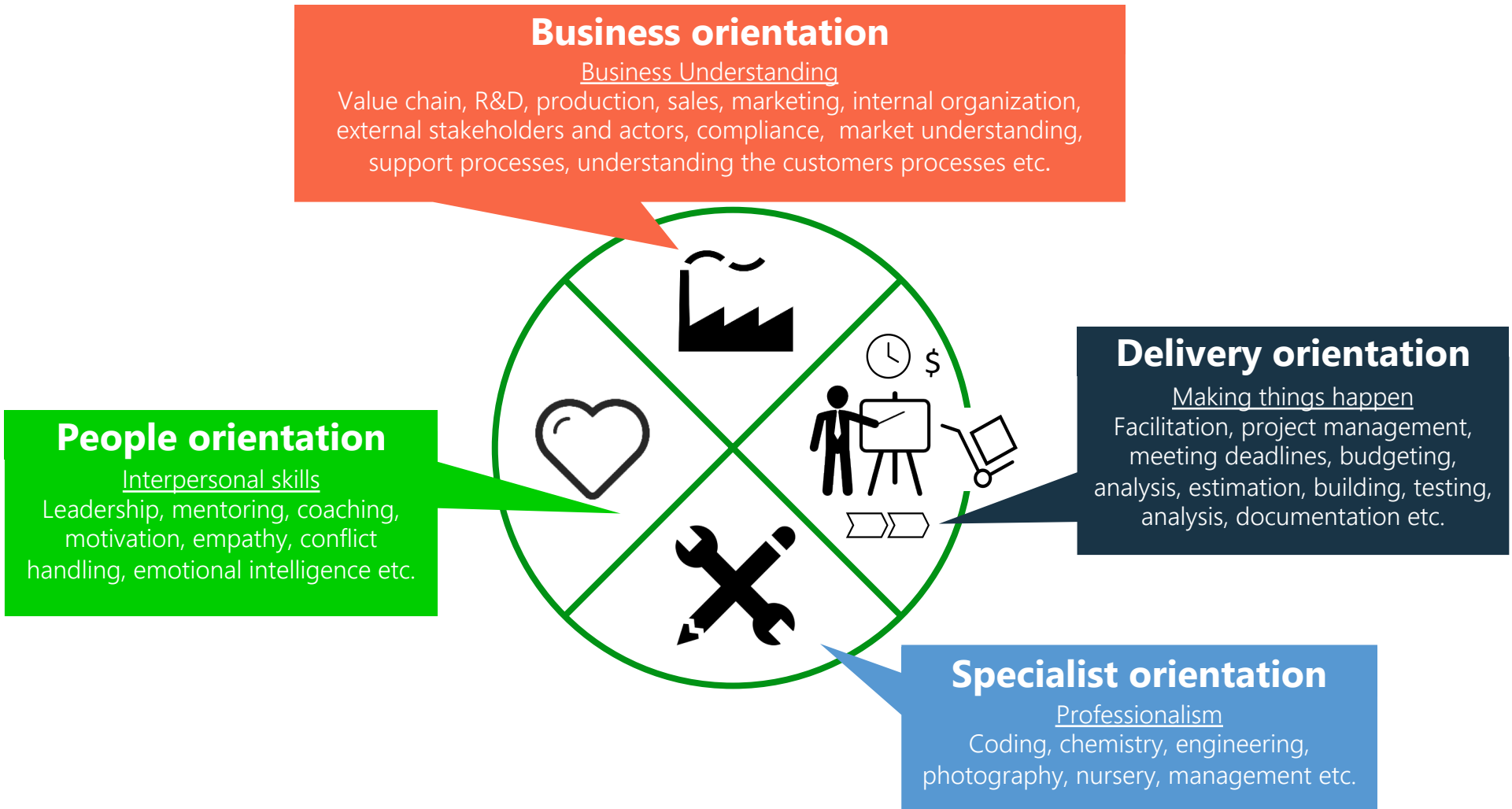
## Task overview in teams

The Pizza Model can be used as a tool to map tasks and decisions, and determined if they are at the right place.

This can be done by considering these four steps, which will also be elaborated later on:

1. Make a list of all your tasks and the decisions you have.
2. Find out if the tasks and decisions are in the right places, that is, if the employees and colleagues have the right skill set to handle it – use the 'Pizza Model' to this.
3. Offer the tasks to those who have the willingness, time, and skill to run with them.
4. Be sure to capture misunderstandings or erroneous assumptions by having frequent touch-points between the team and you with briefing on progress, etc.

# Keywords in each of the orientations



# Adding three levels of development

## The three levels of development

Use the Pizza Model to map and develop employee competencies, capabilities and skills. What are you good at? Where do you need to learn? And where can you teach others your skills?

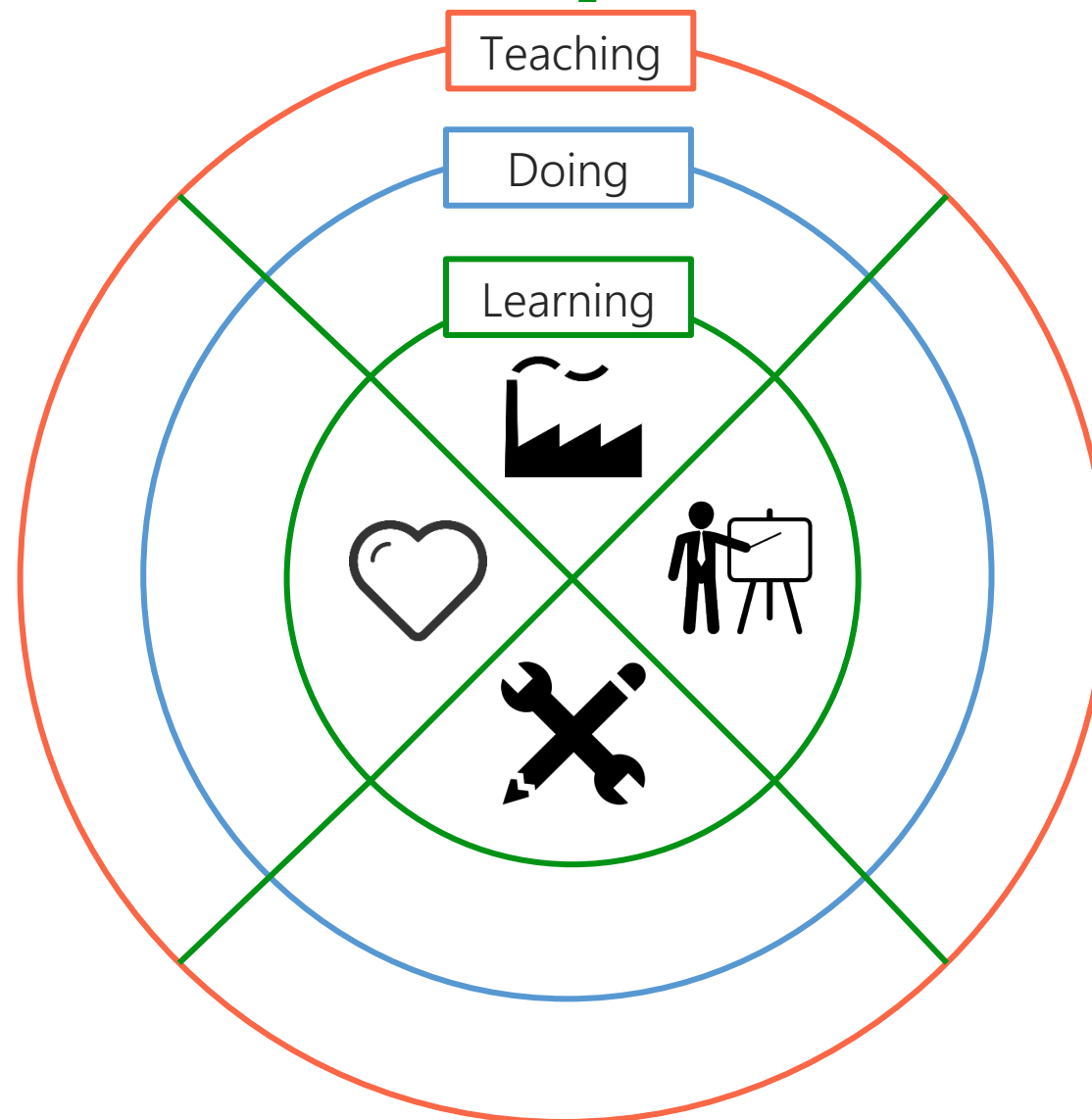
### Split the model in three levels for each pizza slice:

- **Learning:** the employee is in learning mode.
- **Doing:** the employee masters the skill, and practices it regularly with success.
- **Teaching:** the employee master an orientation at a level that they can teach others.

Everyone will most likely have skills in learning, doing or teaching levels for each pizza slice. Often, a mapping will look like a spider web between the three levels.

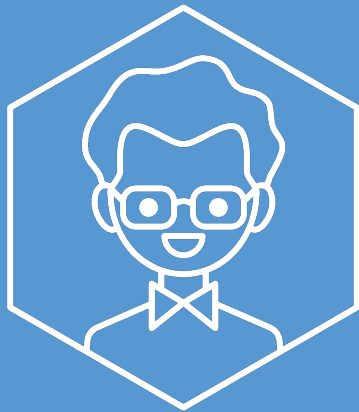
### Make a plan for development:

- Create two goals that you can reach within two months.
- Should you strengthen a skill in 'learning mode'?
- Should you be a teacher for someone?



# Examples of how to use the Pizza Model

# Jim and the Pizza Model



Hi, I'm Jim!  
Nice to meet you! I'm a fictive  
character and I love my job!

**This is Jim.**

Jim is a Business Developer in a big international corporation. He's part of a small business unit consisting of four teams, where his team focuses on market development in Scandinavia.

Jim is 38 years old has a wife and two kids, and a dog named Teddy. In his spare time, he trains for the marathon and helps in the local shelter.

## Example 1: Individual Assessment

Meet Jim. Jim is our fictive employee that will help us make an example of how to use [the Pizza Model for individual assessment](#).

Let's pretend you are Jim's manager. You're about to have a one-to-one and talk about his competences.

**This is what you know:**

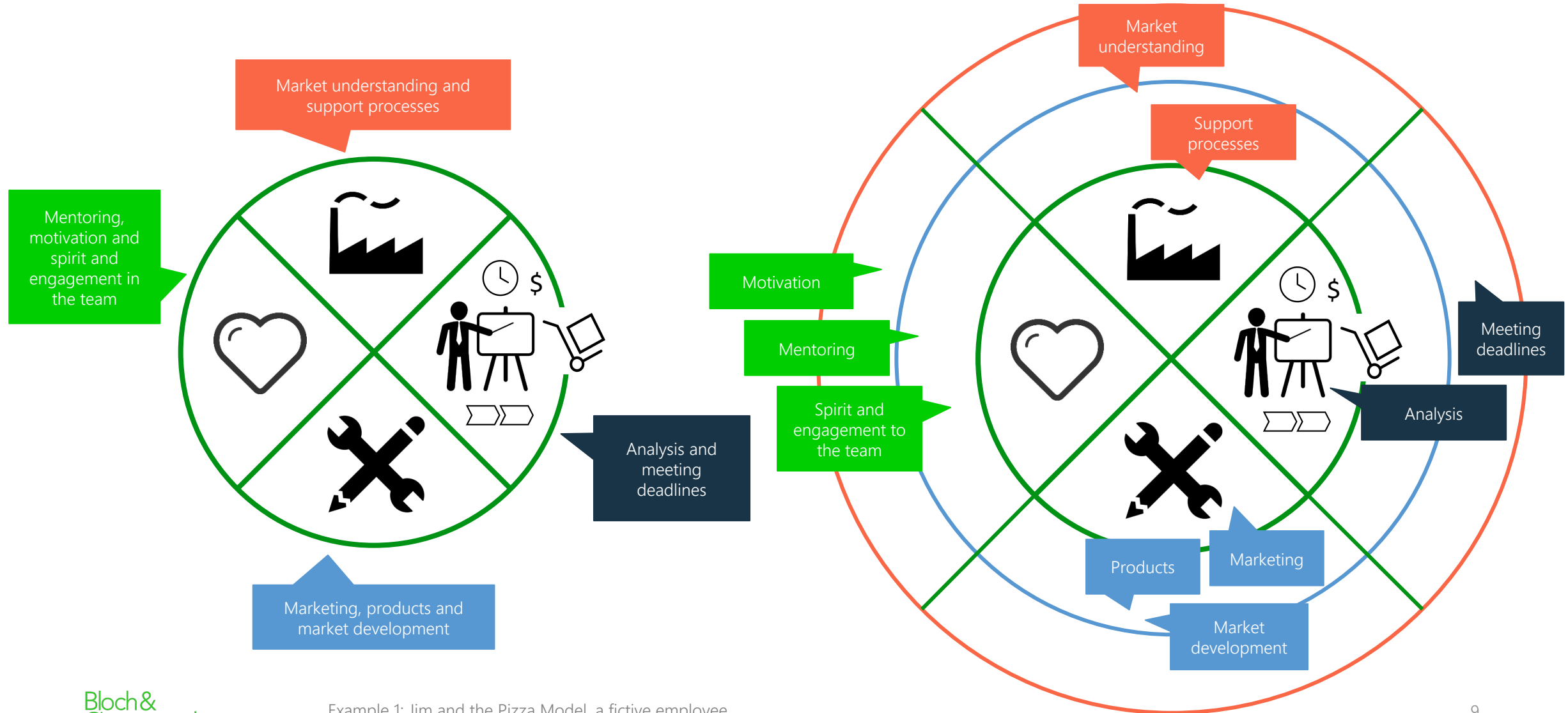
- Jim has some core competences that are very valuable in the corporation.
- Jim is good at market understanding, supporting the processes as well as the developing of the market in Scandinavia.
- Jim has a great understanding for marketing, and a way of describing your products that stands out from the rest of the team.
- Jim is an average analyst, a great mentor and motivator, and he adds a lot of spirit and engagement to your team in your opinion.
- Also, Jim is very good at meeting deadlines.

Together with Jim, you map his competences in the Pizza Model and discuss the level of each orientation in the model.

The mapping Jim and you have made is shown on the next page.



# Jim and the Pizza Model



# Jim and the Pizza Model

## How to evaluate Jim from the assessment?

After the mapping, you have a dialogue about the next step for Jim. You ask Jim questions about his own opinion of the mapping, what he dreams about and from which orientation he gets the most energy.

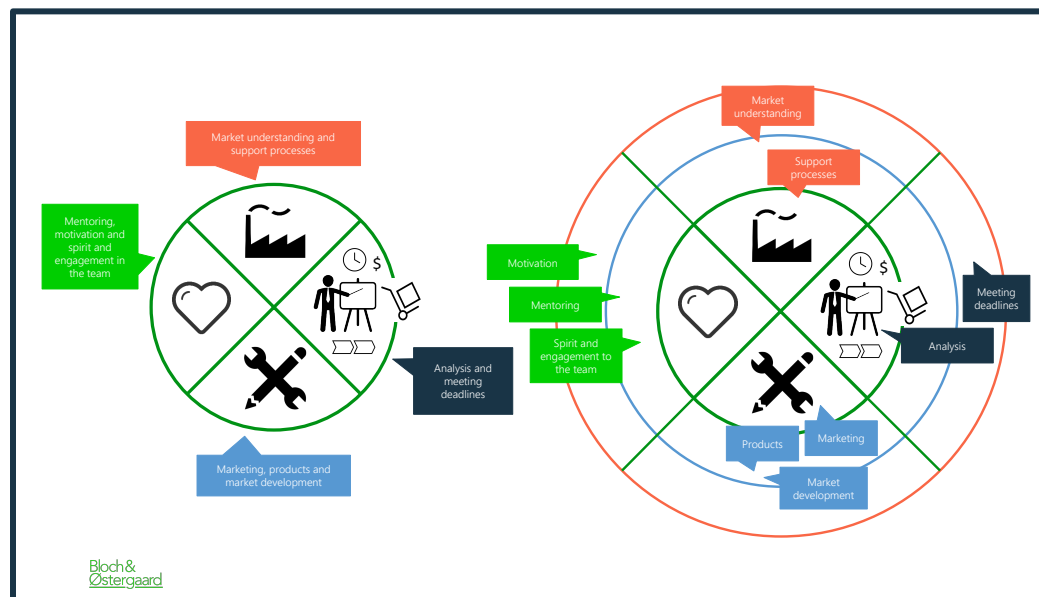
Questions that may come up in your session could be:

- Is Jim responsible for the right tasks?
- Does he have the willingness, time and skill to run with his tasks?
- Where should Jim improve to become better in his current role?
- What's the next step for Jim to make a carrier move in the corporation?

In the session, Jim tells you that he get's his energy from the people orientation, and that he dreams about being a manager. He thinks he'll be able to motivate a team to great results.

As Jim's manager, you agree that he's strongest in the people orientation. And with that in place, you'll be able to work out a plane, goals and direction in which Jim should work on. Is there a project where he can step up as leader? Are there any areas from the business orientation he needs to work on to become a great manager?

Together, you make two goals for Jim to reach in two month driving development forward for Jim to become a great manager.



## Additional notes from this example

Depending on the organizational context, and your knowledge about what's possible in your organization, you'll be able to use the Pizza Model to develop strong managers, great specialists and experts, as well as people with high business understanding and delivery competences.

The Pizza Model visualize the mapping and provides you with a great way to talk about people development.

# The team and the Pizza Model

## Example 2: Team assessment

When using the Pizza Model in teams, you look at tasks and decisions instead of individual competences.

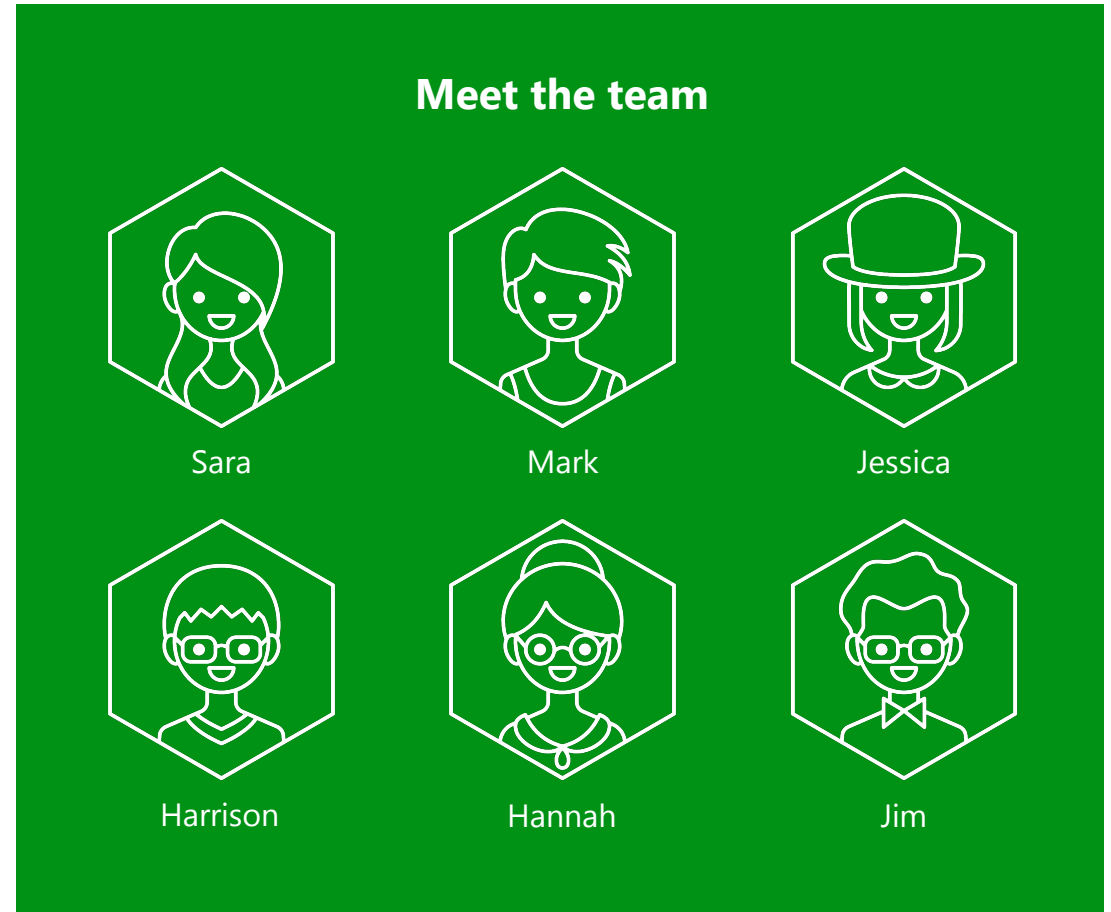
This time, you'll meet the whole team which Jim is a part of. You're the team manager, and in the need of an assessment and mapping of tasks. Are tasks and decisions placed right?

There have been some tension in the team, shuffling tasks around trying to work more efficiently. You've noticed that this have made Sara stressed out, and Mark uncomfortable when trying to offer Sara help.

The others in the team try to smoothen the situation, but now it's time for you to step in and take action. Before delegating removing and adding tasks, you choose to make a workshop with the Pizza Model.

Such a session will help you and the team find answers to the following:

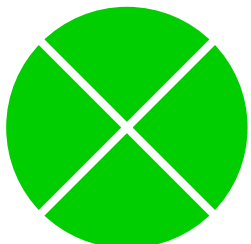
- How can we get an overview of all tasks and decision handled by the team and create safety that these are in the right place?
- How can we work collaborative to create an environment, where not one is stressed out and others are afraid to offer help?
- How can we create a dialogue with everyone pitching in on which tasks and decisions matches level of competences and role in the organization.



# The team and the Pizza Model

## Use the individual assessments in the team

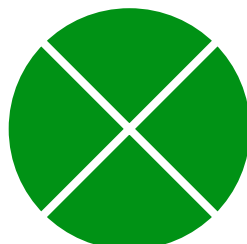
If you have made individual assessments with each team member, you already have a platform to build on. These colored Pizza Models represent each team member placed with their competences in a shared model. We have left out the specific competences of each, the point is to see the mapping of the whole team, and where they are individually strong within an orientation.



Sara



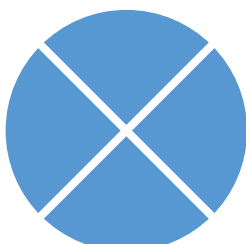
Mark



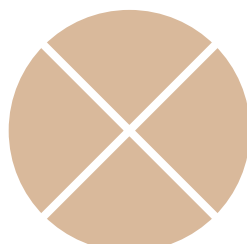
Jessica



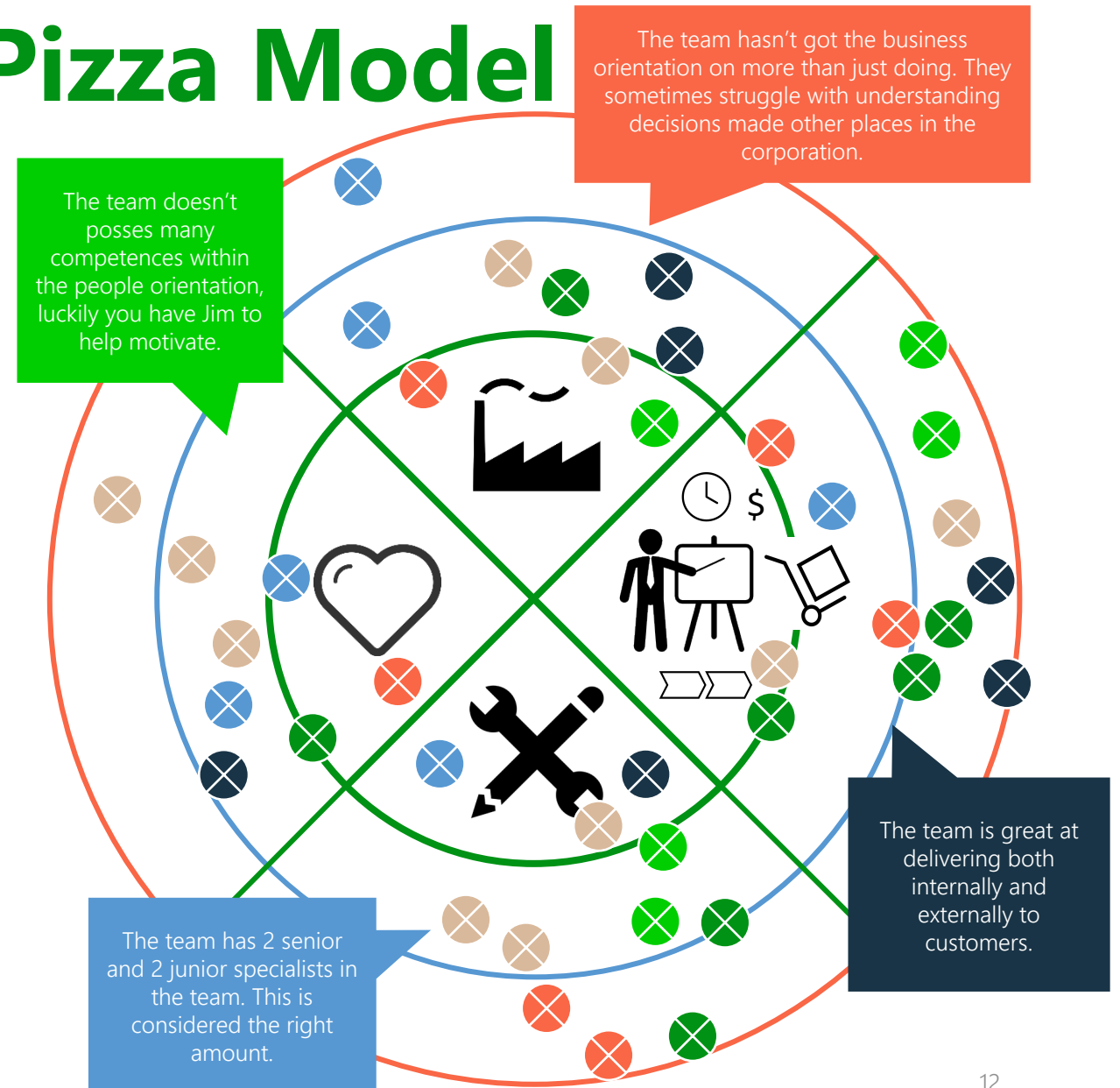
Harrison



Hannah



Jim



# The team and the Pizza Model

## The mapping and evaluation of the assessment

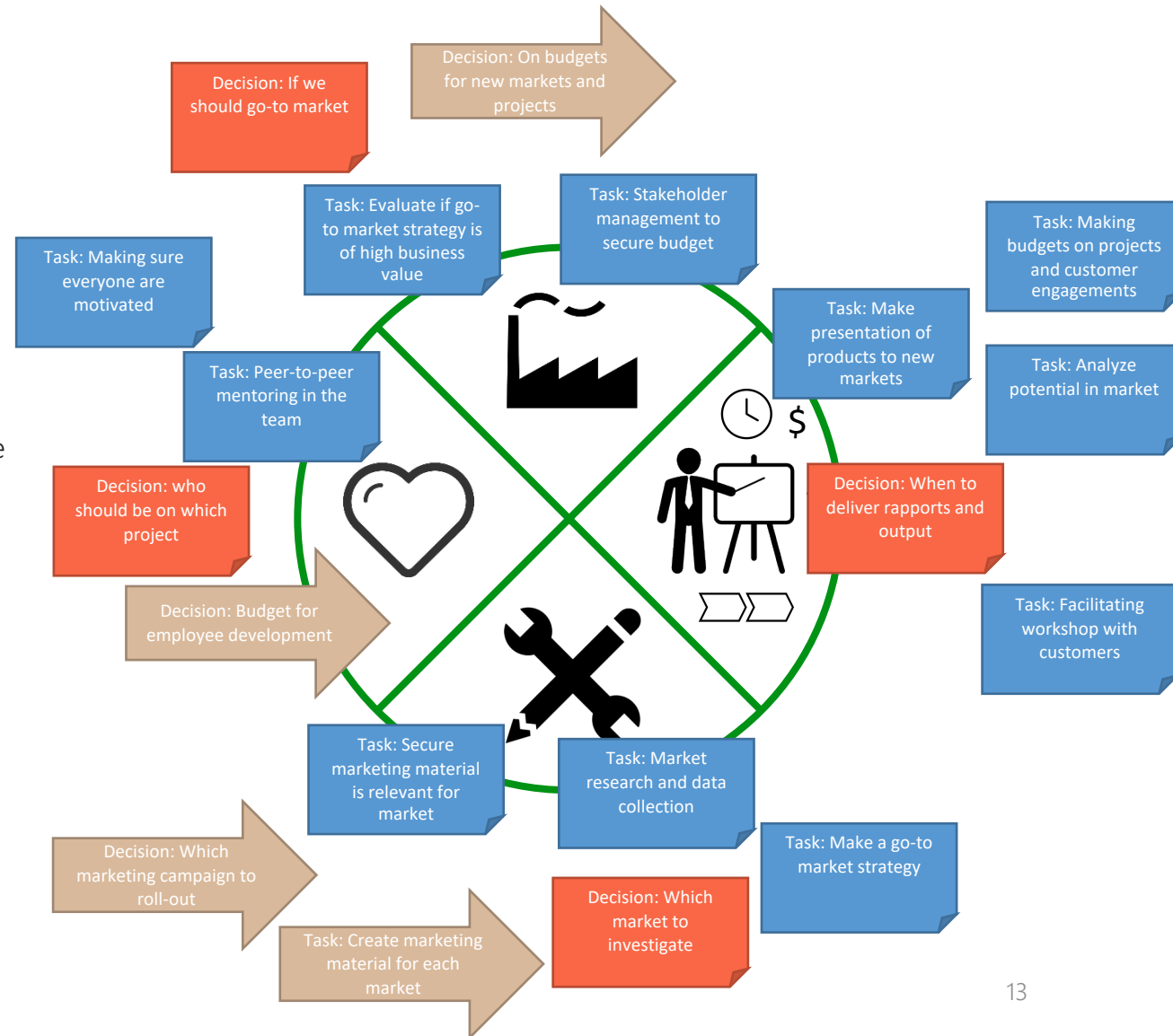
After a brainstorming session, the team comes up with this output of a mapping of key tasks and decisions.

### Findings from the mapping:

- Comparing tasks and decisions with competences in the team, they notice that they are strong on delivery and their specialization.
- They see that they lack competences in the business orientation, which could indicate why especially Sara feels stressed out, when decisions are made by stakeholders.
- A weak spots is lack of empathy. Would this change the decision of developing Jim's leader skills to become manager?

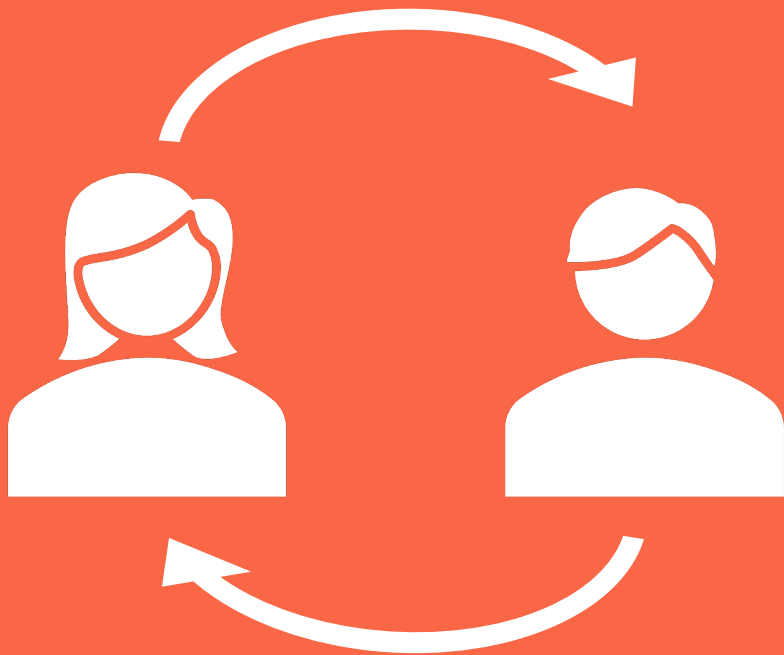
### Evaluation and decisions made from this:

1. The team decides, they need training and knowledge around the business orientation: value chain, internal organization, stakeholder management etc. You'll seek internal teachers to help with training.
2. To work with the people orientation you decide to hire external help to facilitate a workshop around mentoring, empathy and tools for strengthening emotional intelligence. You'll have Jim as an allied in setting up a dedicated development program.



# **Workbook: How to use the Pizza Model as a tool**

# Guide: How to use the Pizza Model



## On individual level:

To use the Pizza Model as an assessment for individuals, you must print and use both the four orientations as and the three levels. On the following two pages, you'll find printable versions of the model to use.

### Then take these steps to create an assessment:

1. Start with the four orientations by presenting each orientation and talking through the keywords in each.
2. Then talk through the model. Write down keywords that matches the individual's competences in each orientation.
3. Ask yourself, in which orientation is the individual strongest and in which role do they belong?
4. Use this dialogue to map the individual in the the three levels; learning, doing and teaching, figuring out which competences need to be elevated or strengthened.

It's important to notice that not every role demands competences on teaching level in all four orientations. Have a discussion on which competences should be on which levels to match the role of the individual.

**Tip:** Break down two goals that are reachable within two months, where the individual can work on a specific orientation working towards a higher level.

# Guide: How to use the Pizza Model

## On team level:

When using the Pizza Model to assess the capabilities and competences within a team, you must use the four orientations to map the collective competences. For this session you'll need: A whiteboard or a printed version of the Pizza Model, preferable in A0, and post-its.

### Take these steps to make a team assessment:

1. Draw on a whiteboard or print the Pizza Model in A0 and hang on the wall. Present each orientation in the model, and leave out the three levels.
2. Use post-its to let everyone brainstorm tasks and decision that your team is currently handling. Important: One task/decision on each post-it. Use 2 minutes or when everyone is done for this step.
3. One-by-one you present what you have brainstormed and put the post-it in the right orientation on the model. During this session, bundle the post-its that are the same or the like. Then you'll have a couple of bundles of tasks and decisions which go together.
4. Have a dialogue on who handles or perform each bundle of tasks or decisions that have been written down. Maybe you'll come up with more during this process, and that's okay. Just add these to the model.

5. Ask each other if the tasks and decisions are placed with the right competences, that is, if the individuals in the team have the right competences or role to be a success with the tasks/decision in question. Do the ones with the tasks also have the willingness, time and skill to run with it?
6. Take a look at your mapping, are there any mismatches? Anything missing? Competences, roles or orientations that's empty? Do we need to develop new competences or give away tasks to other teams?

**Tip:** Be sure to capture misunderstandings or erroneous assumptions by having frequent touch-points between team members.

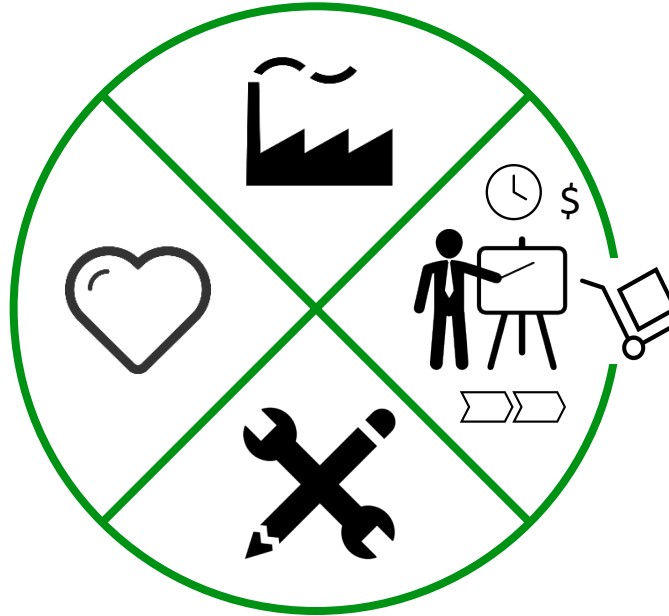




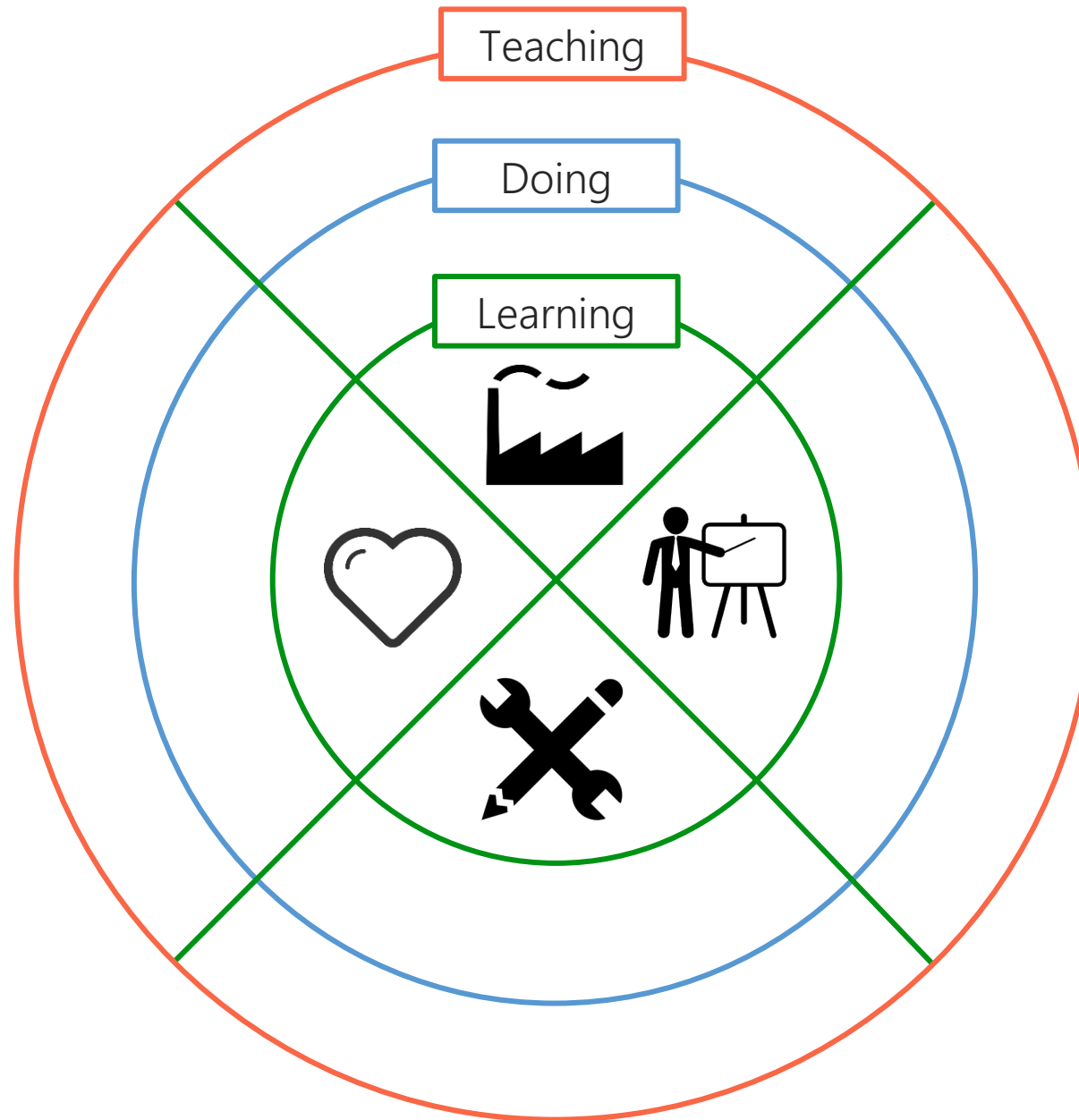
## Business orientation

## People orientation

## Delivery orientation



## Specialist orientation



# Bloch & Østergaard

Creating organizations where people want to show up!



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