

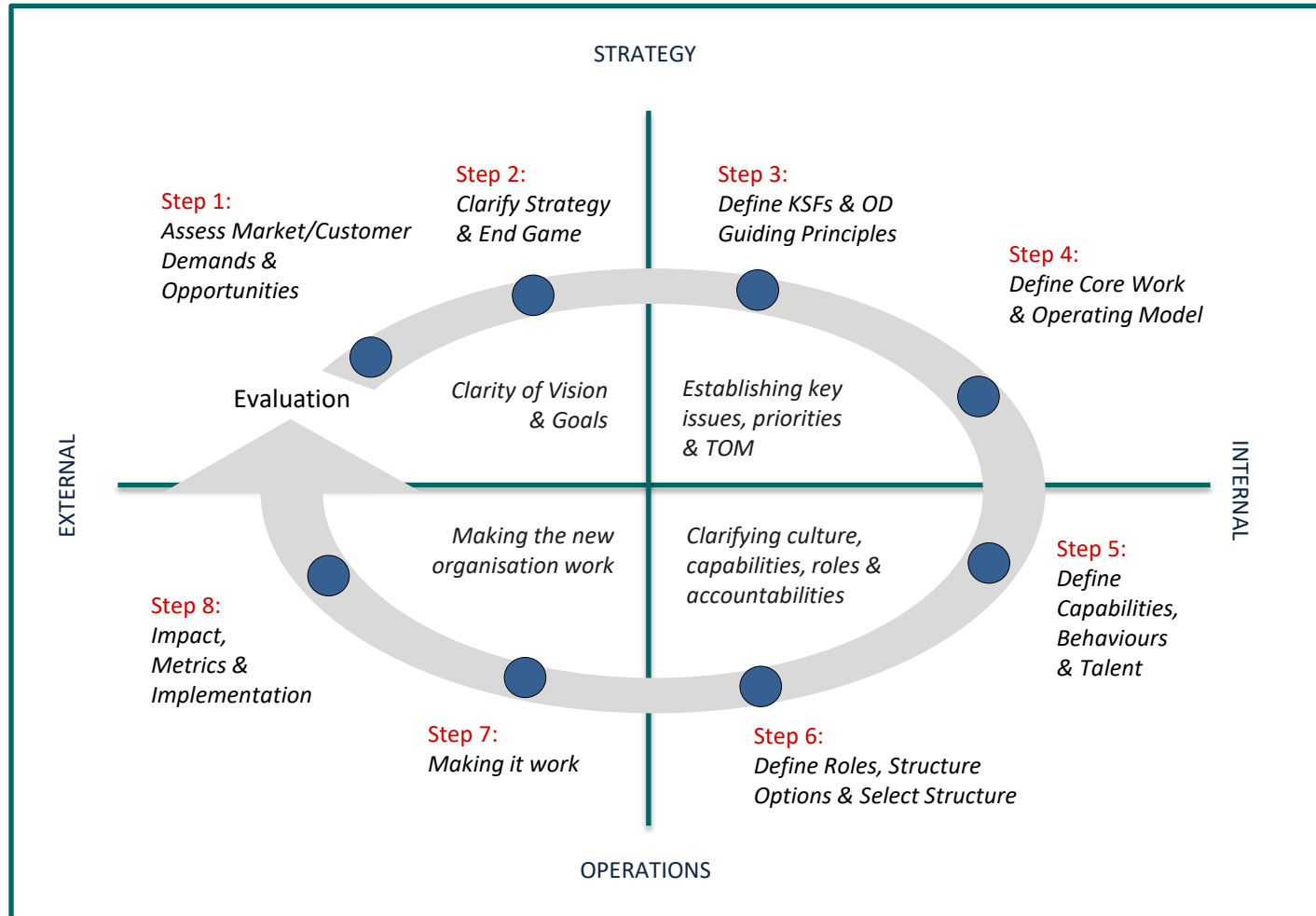
# The CSI Essential Guide to Organisation Design

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Organisation Design is so much more than structure. It involves clarifying the organisation's strategy and the implications of the strategic direction then designing every aspect of the organisation to make sure it is capable of delivering the required results.



## Key Success Factors

Aligned Leadership

Genuine Stakeholder Commitment

Effective Communications

# KEY QUESTIONS FOR EACH STAGE

- What will success look like?
- Is the strategy credible and clear?
- Strategic Direction clearly defined? (Purpose, aspiration, goals, uniqueness, values & behaviours)
- Go-to-Market strategy clearly defined? (Customer segments, propositions, customer experience, key channels, differentiators, financials)
- Department objectives clear?
- Key leadership behaviours been agreed?

- Given the stated Strategy & End Game ... define:
- Key success factors
  - Key implications and risks
  - Key issues holding the business back
  - The magic we must retain
  - Key things the business should ... continue/ stop / start doing
  - OD Guiding Principles & "Non-Negotiables"

- Market Analysis
- Scenario Planning
- SWOT analysis
- Organisation Effectiveness
- Financial Analysis

- What are the core work areas for the future?
- Simplify core activities into high level Operating Model
- Key business processes going forward?
- Gap analysis
- What is the true cost of the work you do?
- Benchmarking against desired end game or industry best practice

EXTERNAL

INTERNAL



**Step 1:**  
*Assess Market/Customer Demands & Opportunities*

**Step 2:**  
*Clarify Strategy & End Game*

**Step 3:**  
*Define KSFs & OD Guiding Principles*

**Step 4:**  
*Define Core Work & Operating Model*

**Step 5:**  
*Define Capabilities, Behaviours & Talent*

**Step 6:**  
*Define Roles, Structure Options & Select Structure*

**Step 7:**  
*Making it work*

**Step 8:**  
*Impact, Metrics & Implementation*

Evaluation

*Clarity of Vision & Goals*

*Establishing key issues, priorities & TOM*

*Making the new organisation work*

*Clarifying culture, capabilities, roles & accountabilities*

OPERATIONS

- 'Rules of engagement' to make the new structure work?
- Key integrating mechanisms required:
  - Decision-making processes and committees - remit and membership
  - Corporate governance processes
  - Management forums
  - Communication mechanisms

- Key roles and pivotal roles?
- Volume of work required of each role?
- Structure options - pros/ cons of each option?
- Optimum structure to deliver business goals?
- Key implications of this structure ?
- How will you mitigate these implications?
- Will key accountabilities be clear?

- Key capabilities the business needs to deliver the strategy
- How equipped are you to deliver those capabilities?
- Key behaviours required for future success vs current culture / behaviours
- Key accountability gaps
- Current talent vs required talent

1. Clarity of what success looks like and why we are doing this
2. Unwavering commitment from the top to deliver the business outcomes required
3. Involvement and engagement of all key individuals as early as possible in the process
4. Objective & honest assessment of market opportunities and internal strengths & weaknesses
5. Clear, reliable data upon which to base decisions – and the ability to analyse it at speed ([www.orgvue.com](http://www.orgvue.com))
6. Not afraid to back-track to early stages of the process when necessary
7. Shared acknowledgement that no structure is perfect - look at several options and the implications of each
8. Being prepared to compromise - fully aware of why compromise is necessary and the implications
9. The behaviour of the Senior Management Team:
  - Cabinet responsibility
  - Leaders putting the best interests of the company ahead of their own personal interest
  - Strong collective desire to make any structure work
  - Trust amongst the leadership team
  - Confidentiality during the design stage; open, honest and transparent communications afterwards
10. Clear execution plan – with implications fully understood
11. Clear communications plan – well executed
12. Proven Organisation Design methodology and tools