

# THE ESSENTIAL GUIDE TO ORGANISATION DESIGN

**Campbell Macpherson**  
Change & Strategy International

August 2021

**CHANGE :: STRATEGY**  
changeandstrategy.com



Having survived several waves of uncertainty and disruption since the beginning of the Covid-19 epidemic, business leaders have been turning their attention to ensuring their organisations are streamlined and designed for future success.

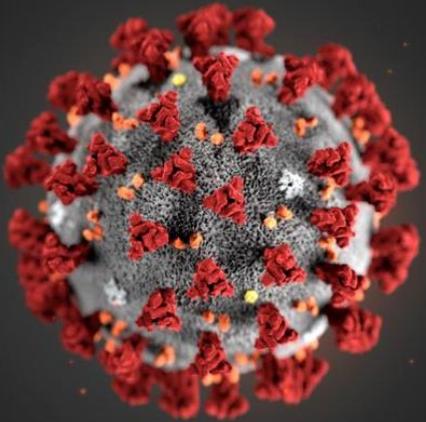
Cutting costs is the easy bit.

Designing an organisation that is capable of delivering your strategy is far more challenging - but business-critical.

CEOs, CFOs and HRDs are now asking themselves:

- “What will our organisation need to look like to be successful in the future?”
- “What key skills, roles, talent and culture will we need to soar post-pandemic?”
- “What are the secrets to successful and sustainable organisation design?”

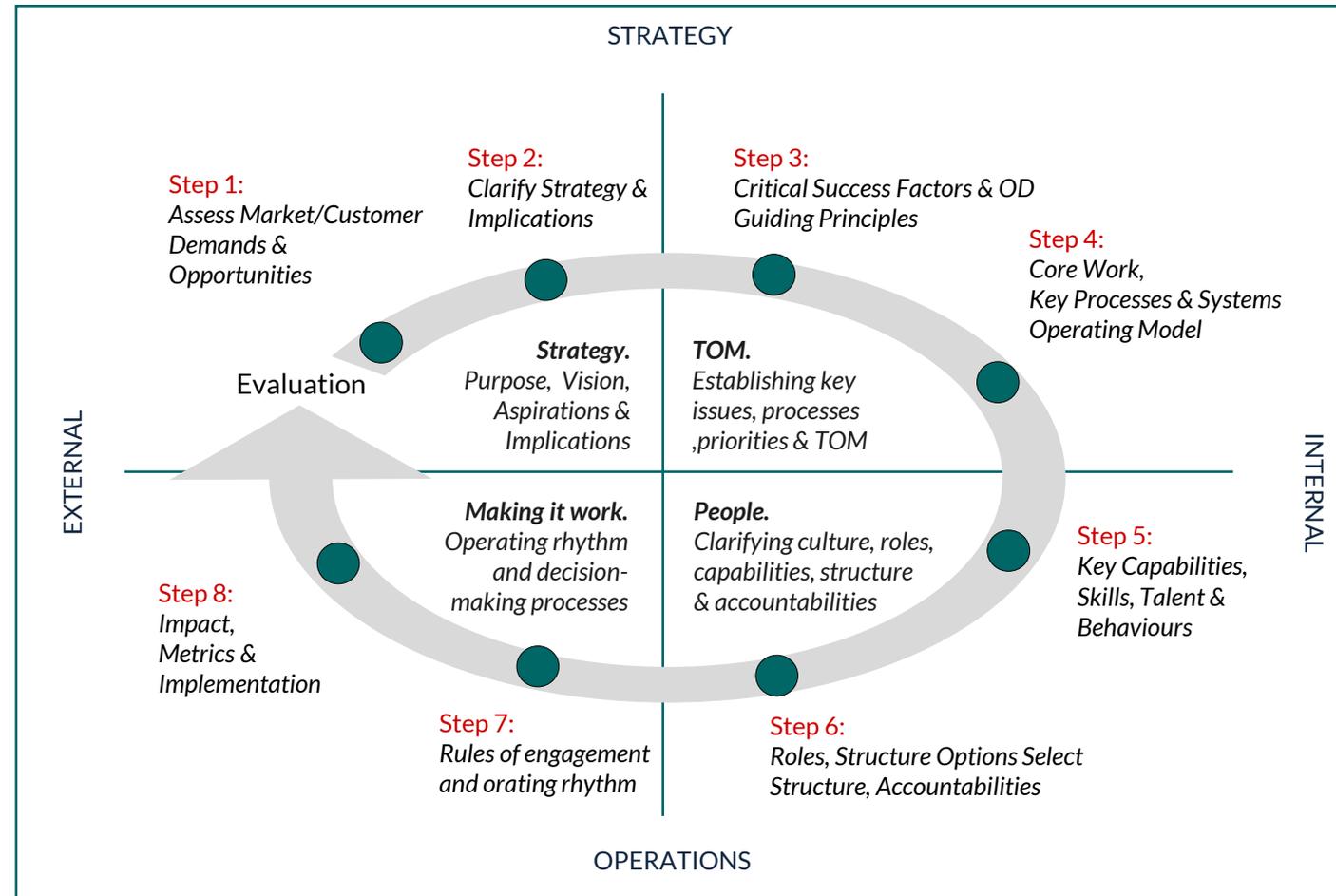
I am glad you asked ...



# ORGANISATION DESIGN STARTS WITH STRATEGY



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



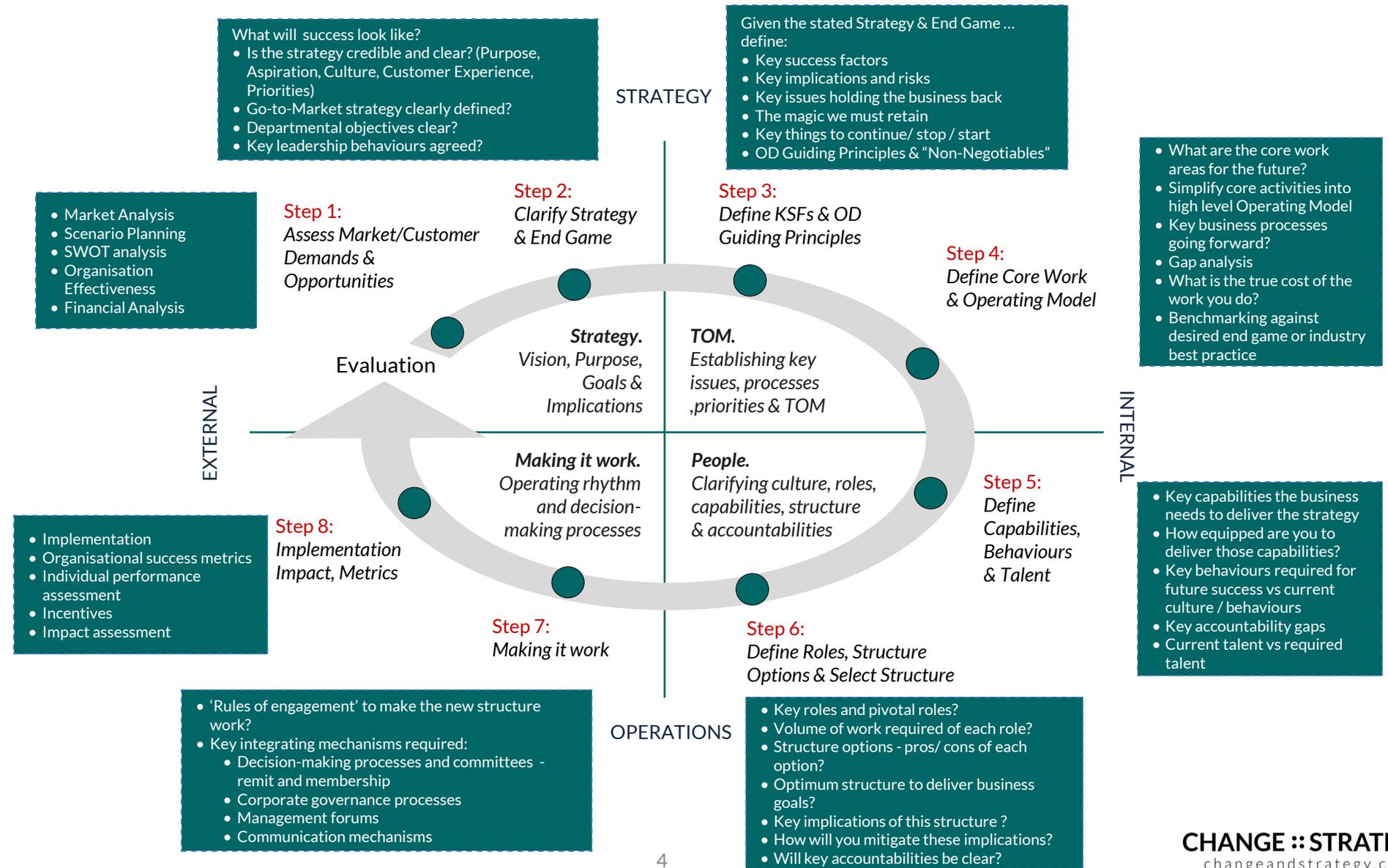
## Key Success Factors

Aligned Leadership

Genuine Stakeholder Commitment

Effective Communications

# FUNDAMENTAL QUESTIONS AT EVERY STAGE





1. Clarity of what success looks like and why we are doing this.
2. Clarity of the strategic fundamentals: why we exist, for whom, what makes us special.
3. Objective & honest assessment of market opportunities and internal strengths & weaknesses.
4. Full understanding of the implications of the planned re-organisation and the 'magic' that needs to be retained.
5. Unwavering commitment from the top to deliver the business outcomes required.
6. Involvement and engagement of all key individuals as early as possible in the process.
7. Clear, reliable data upon which to base decisions – and the ability to analyse it at speed ([www.orgvue.com](http://www.orgvue.com)).
8. Not being afraid to back-track to early stages of the process when necessary.
9. Shared acknowledgement that no structure is perfect – select from several options with pros and cons of each.
10. Be prepared to compromise on structure - fully aware of why compromise is necessary and the implications.
11. The behaviour of the Senior Management Team:
  - Cabinet responsibility and genuine trust in one another
  - Leaders putting the best interests of the company ahead of their own personal interest
  - Strong collective desire to make any structure work
  - Confidentiality during the early design phase. Open, honest and genuine engagement afterwards
12. Clear execution and communications plans – well executed
13. Proven Organisation Design methodology and tools

# CHANGE :: STRATEGY

changeandstrategy.com

***Change is inevitable. Successful change isn't.***

*We enable leaders to align their people to a clear strategy  
and lead the delivery of sustainable change.*

[campbell@changeandstrategy.com](mailto:campbell@changeandstrategy.com)

+44 7748 704705