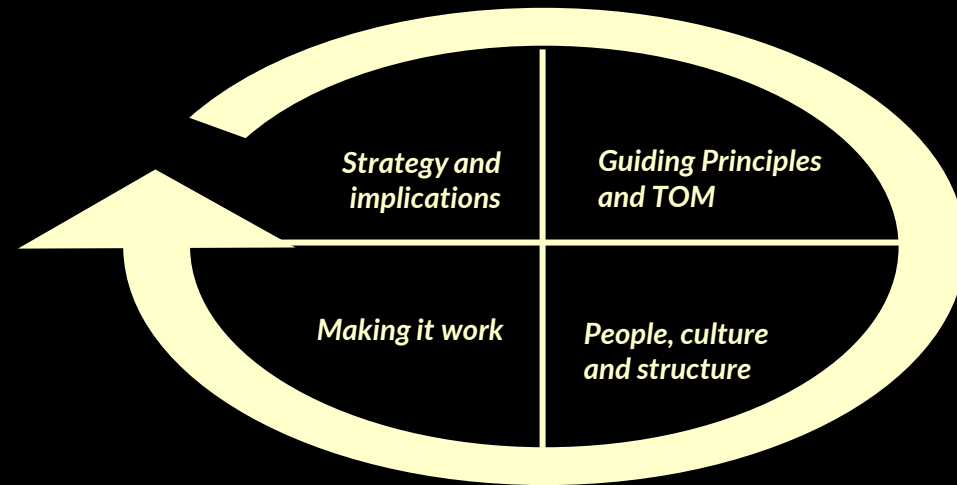




THE ESSENTIAL GUIDE TO ORGANISATION DESIGN



Setting your organisation up for success



The world has never been more uncertain and unpredictable.

Consequently, business leaders are turning their attention to ensuring their organisations are streamlined, resilient and ready for future success.

But cutting costs is the easy bit.

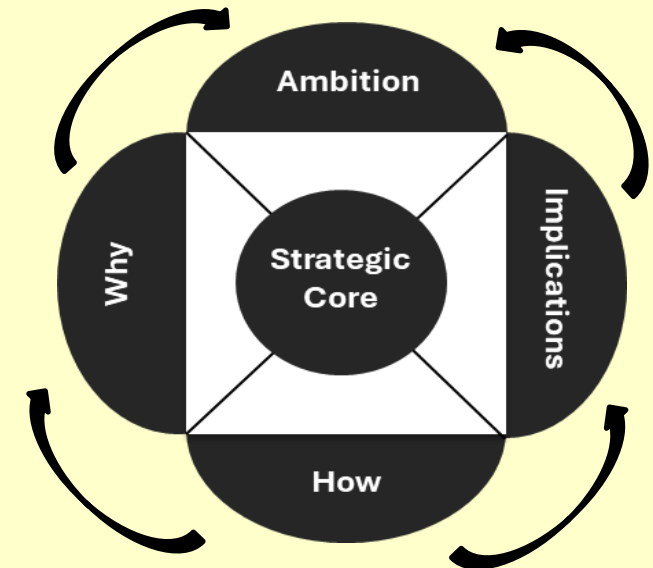
Designing an organisation that is capable of delivering your strategy, no matter what the future may bring, is far more challenging.

It is also business-critical.

CEOs, CFOs and HRDs are asking themselves:

- “What does future success look like?”
- “What will our organisation need to look like to deliver that success?”
- “What skills, roles, talent, culture - and structure - will we need to soar?”
- “What are the secrets to successful and sustainable organisation design?”

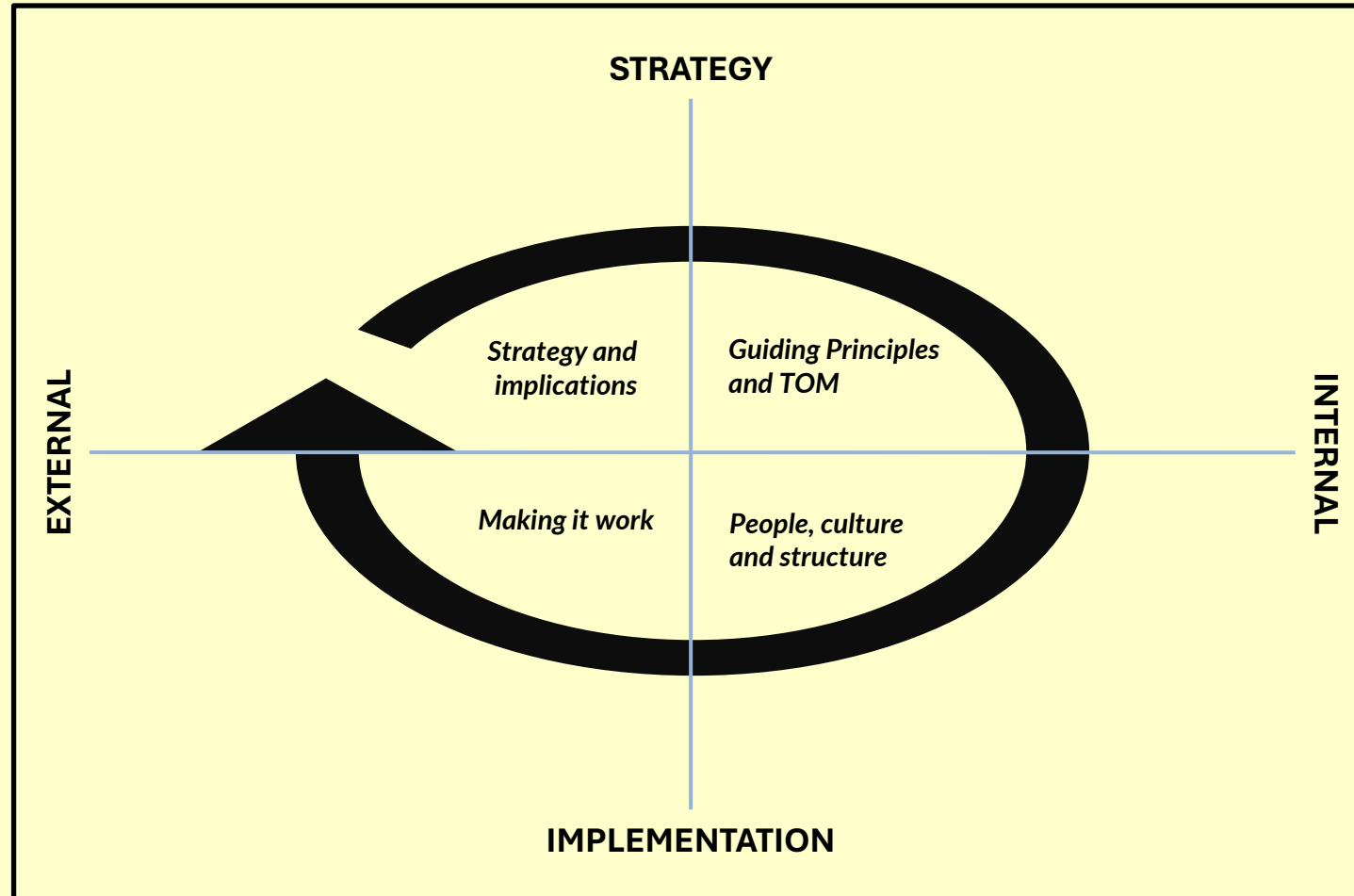
Designing an organisation that will deliver your strategy



The four phases of successful organisation design



Organisation Design starts with Strategy

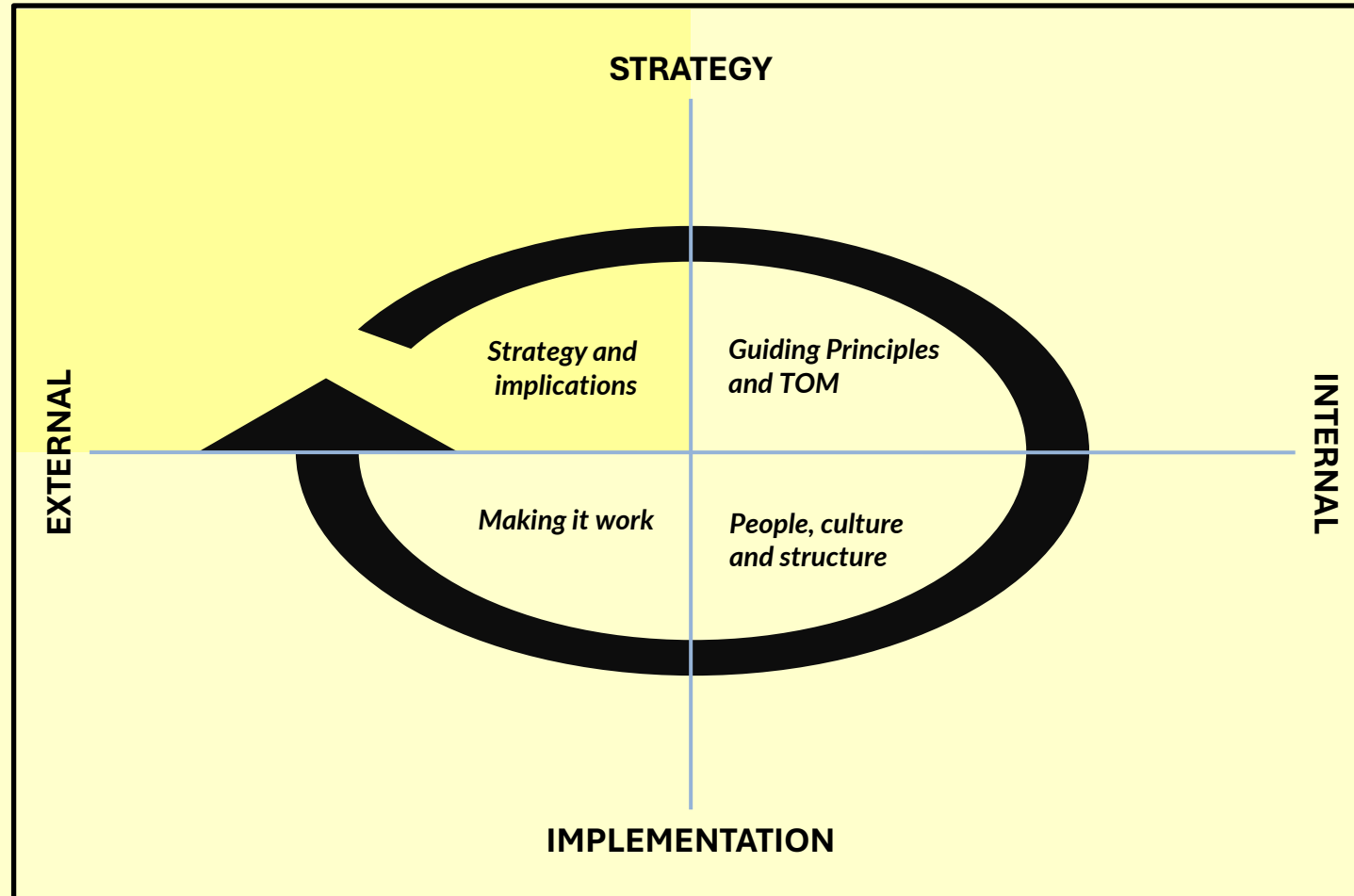


Organisation design starts with strategy



Clarify the strategy and its implications for the customer and the organisation

OD starts with clarifying the organisation's strategy and exploring the implications and consequences of your strategy

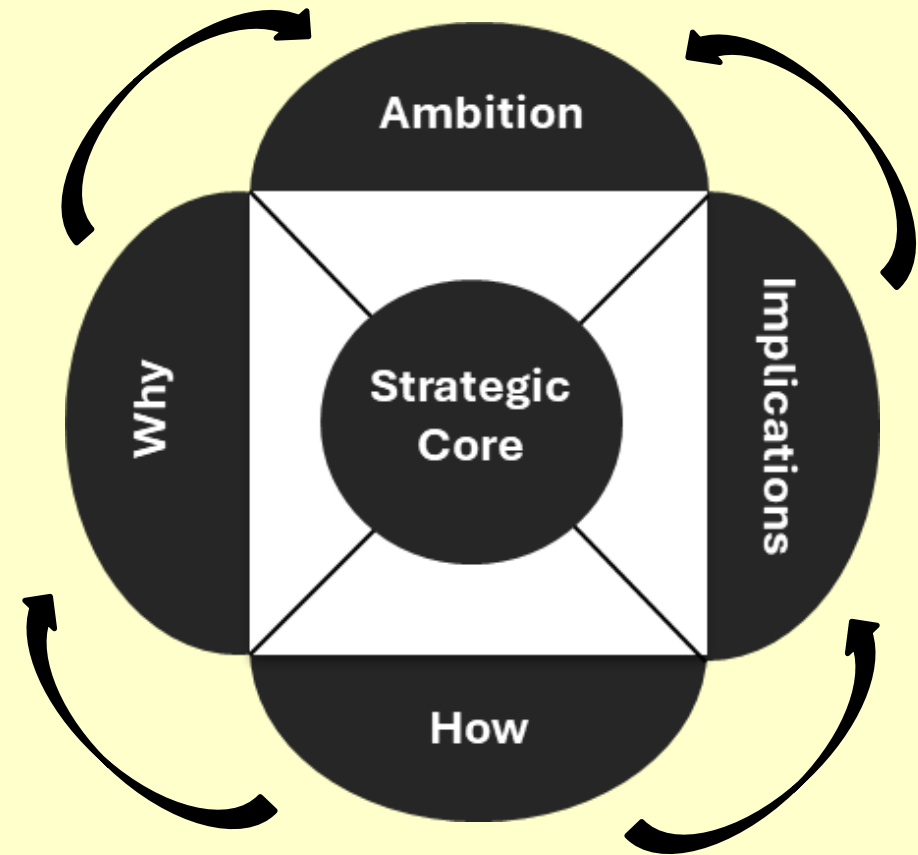


A successful strategy is ...



The 5 elements of a successful strategy

- Clear and compelling
- Aspirational yet achievable
- Customer-centric
- Anchored in reality
- Includes delivery
- Not linear



Start by answering these 5 headline questions ...



What are you seeking
to achieve?

Why?

What are the
implications and likely
consequences?

How will you
achieve it?

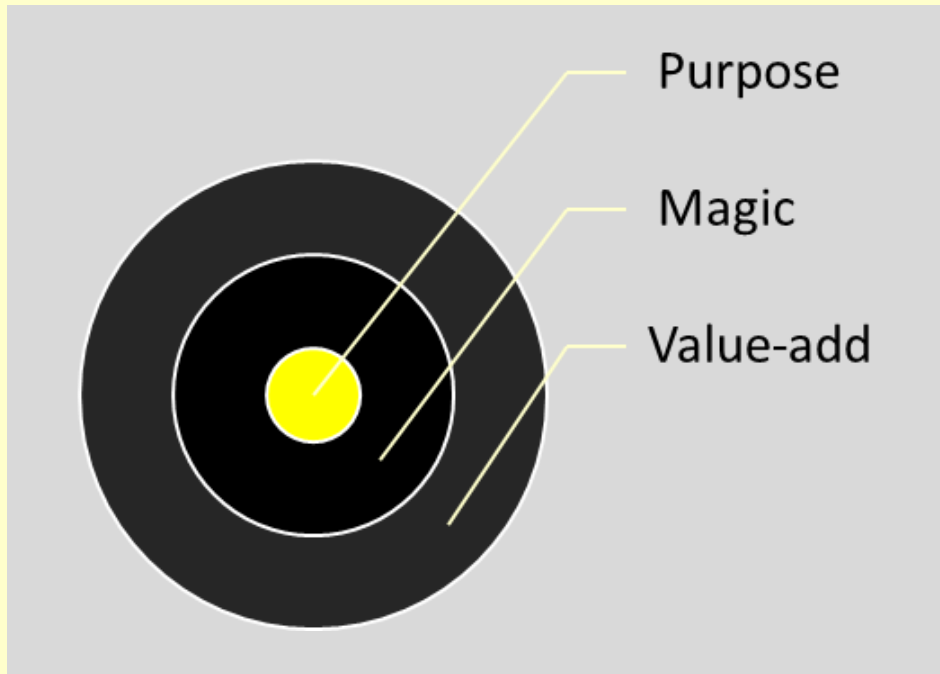
What is your
Strategic Core?

Fill out a 'crayon-level' version of the above before anything else.
High-level. No detail. Get the headlines down on paper asap.

Your strategic core underpins everything you do



Your strategic core provides your people with clarity – and confidence. It guides every decision and underpins every successful strategy.



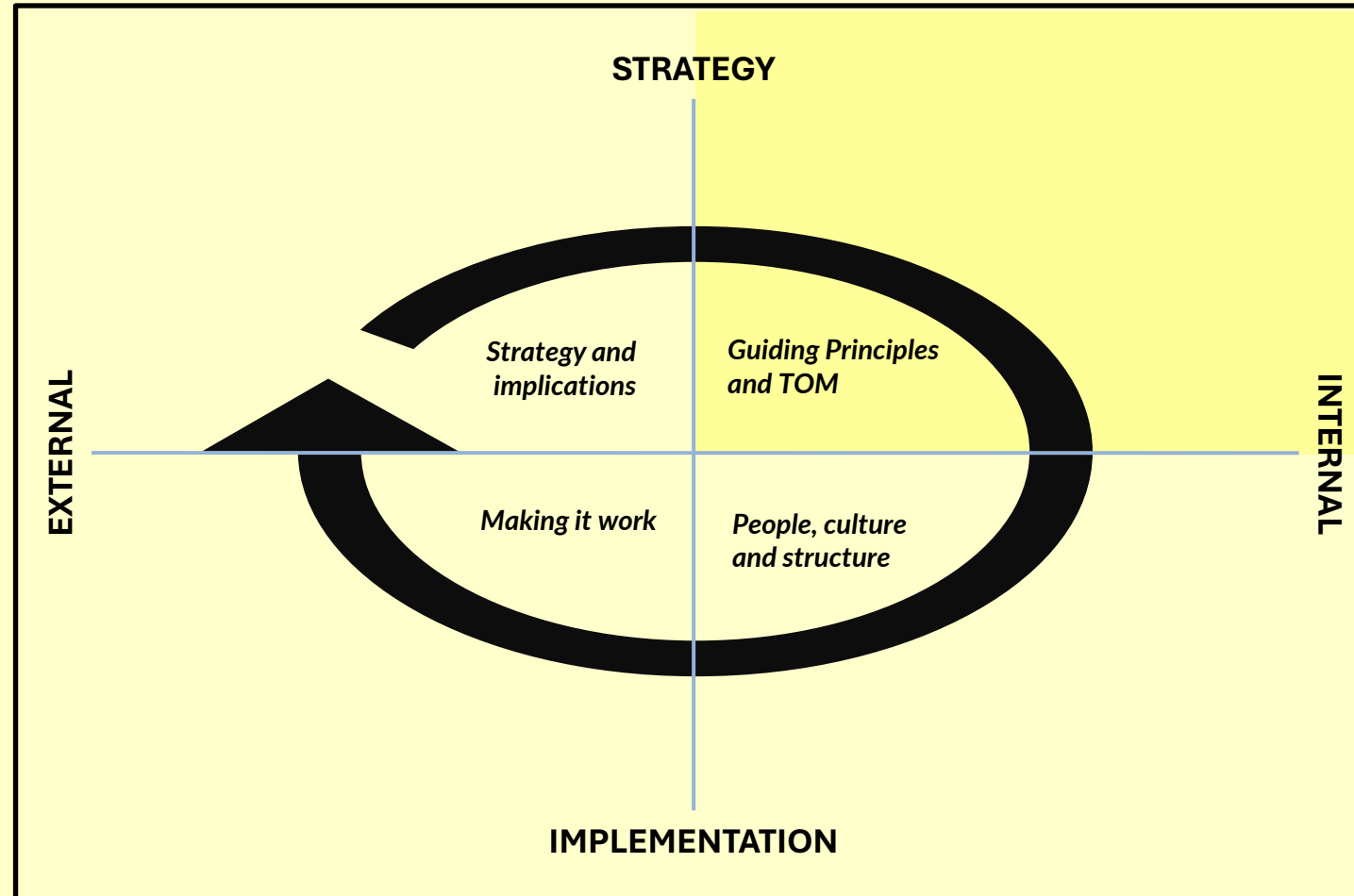
1. Your Purpose?
 - Why does the business/department/team/ initiative exist? And for whom?
2. Your Magic?
 - What makes you special?
 - What do you want to be famous for?
 - What is your core ethos?
3. Your Value-add?
 - How do you currently benefit your key stakeholders?

The organisational consequences of your strategy



What target operating model will you need to deliver the strategy?

Define the principles that will guide the design of your organisation, your challenges, your critical success factors, and your TOM.



The guiding principles for your organisation ...



What are the key principles that will guide your OD? Principles that will act as a litmus test and guide the development of the type of organisation you will need to deliver your strategy?

Principles regarding such areas as:

- The key drivers behind the organisation design
- Which decisions to be centralised and which to be as close to the customer as possible
- Centralisation of support functions (what to centralise and what to retain within the divisions)
- Spans of control / flatness of structure – what is appropriate for your industry, your business?
- Key elements of your desired culture?
- Desired leadership and leadership team behaviours
- What needs to change and why? / What needs to be avoided and why?
- ...

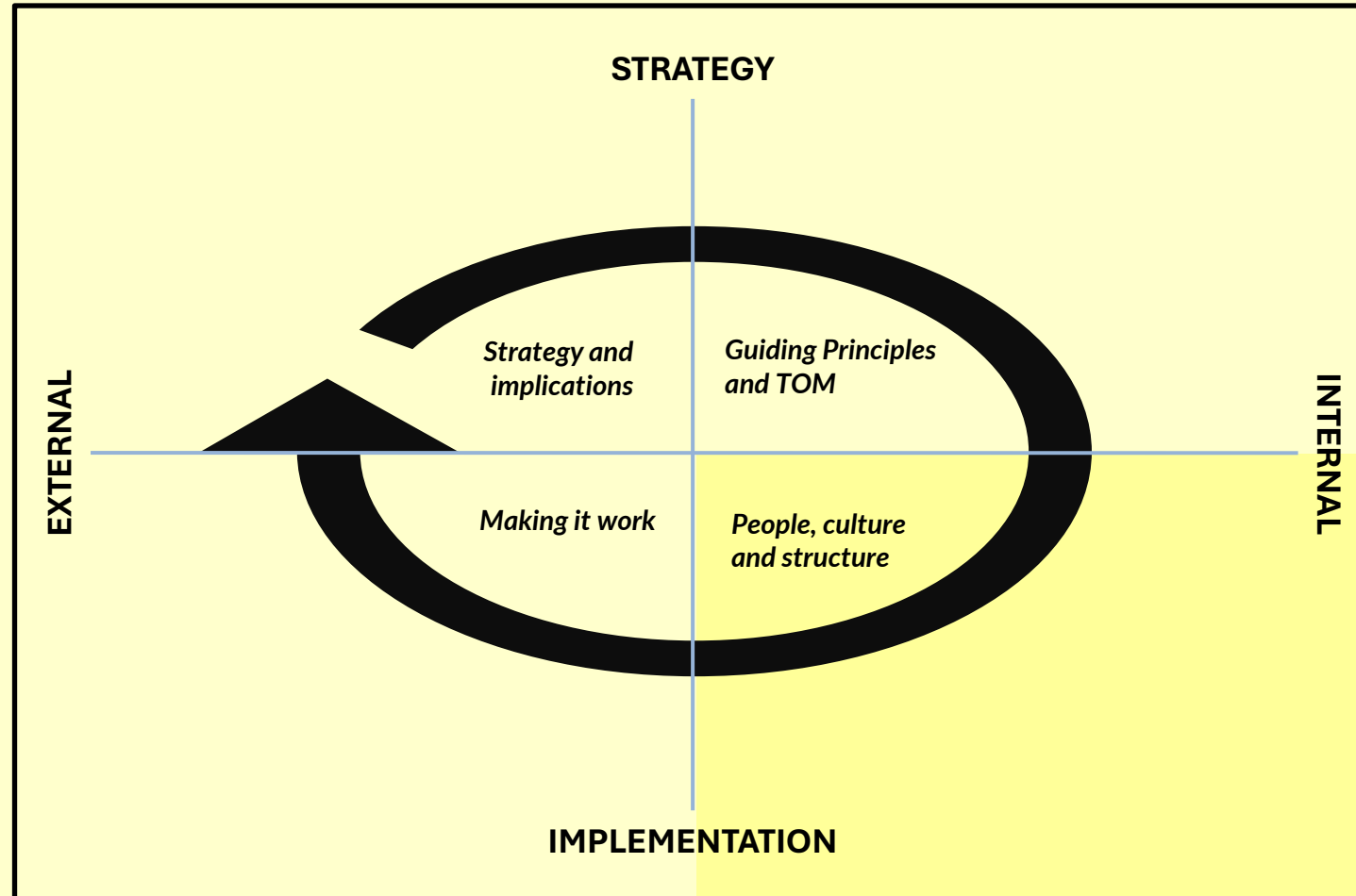
Then we move on to people, culture and structure



There is no such thing as the perfect structure

What skills , behaviours and culture will you need to deliver the strategy?

Discuss the pros and cons of several options – so that the whole team can work on mitigating the cons of the chosen option.

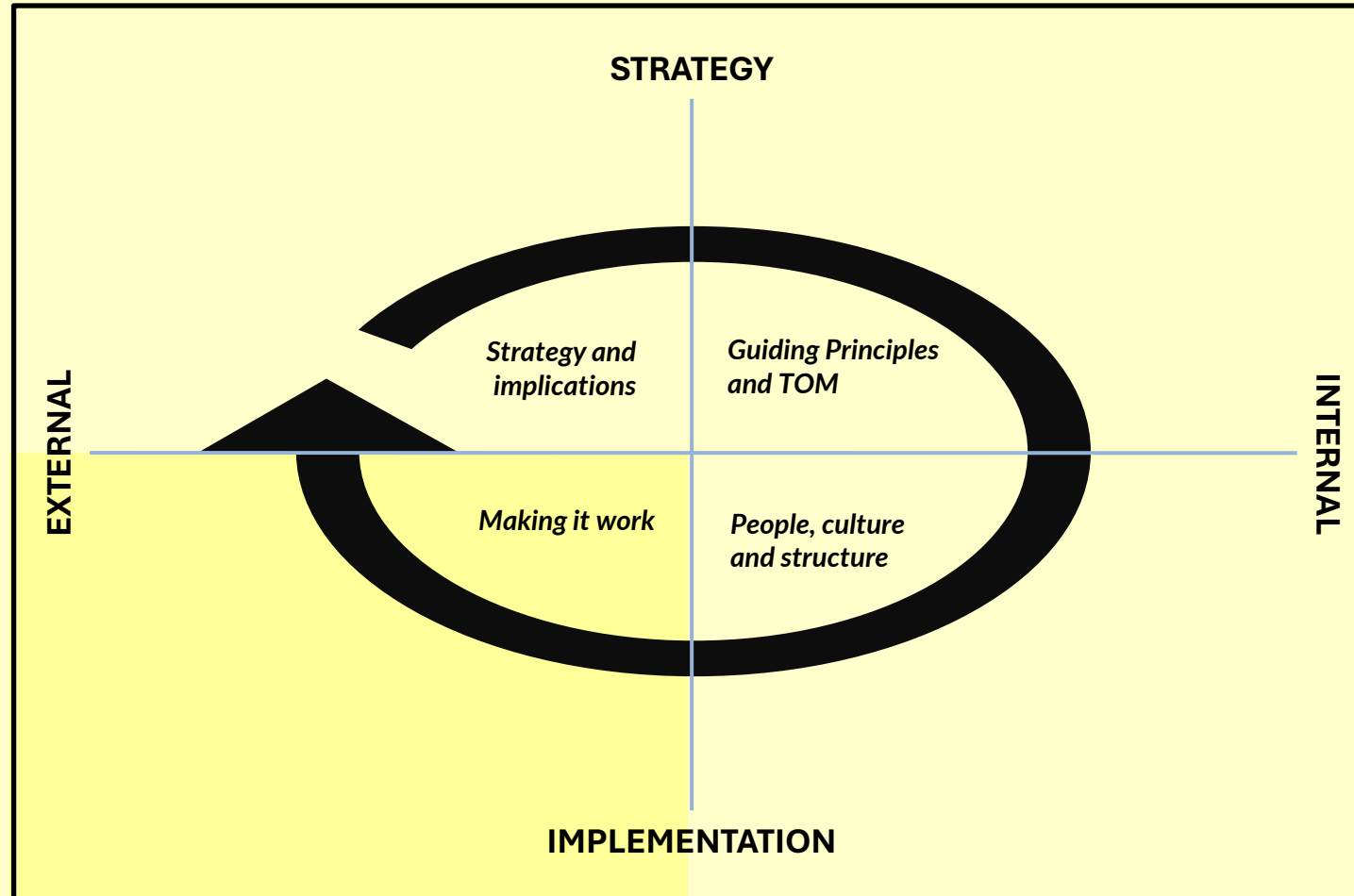


Making the new structure work



The whole team needs to commit to making it work.

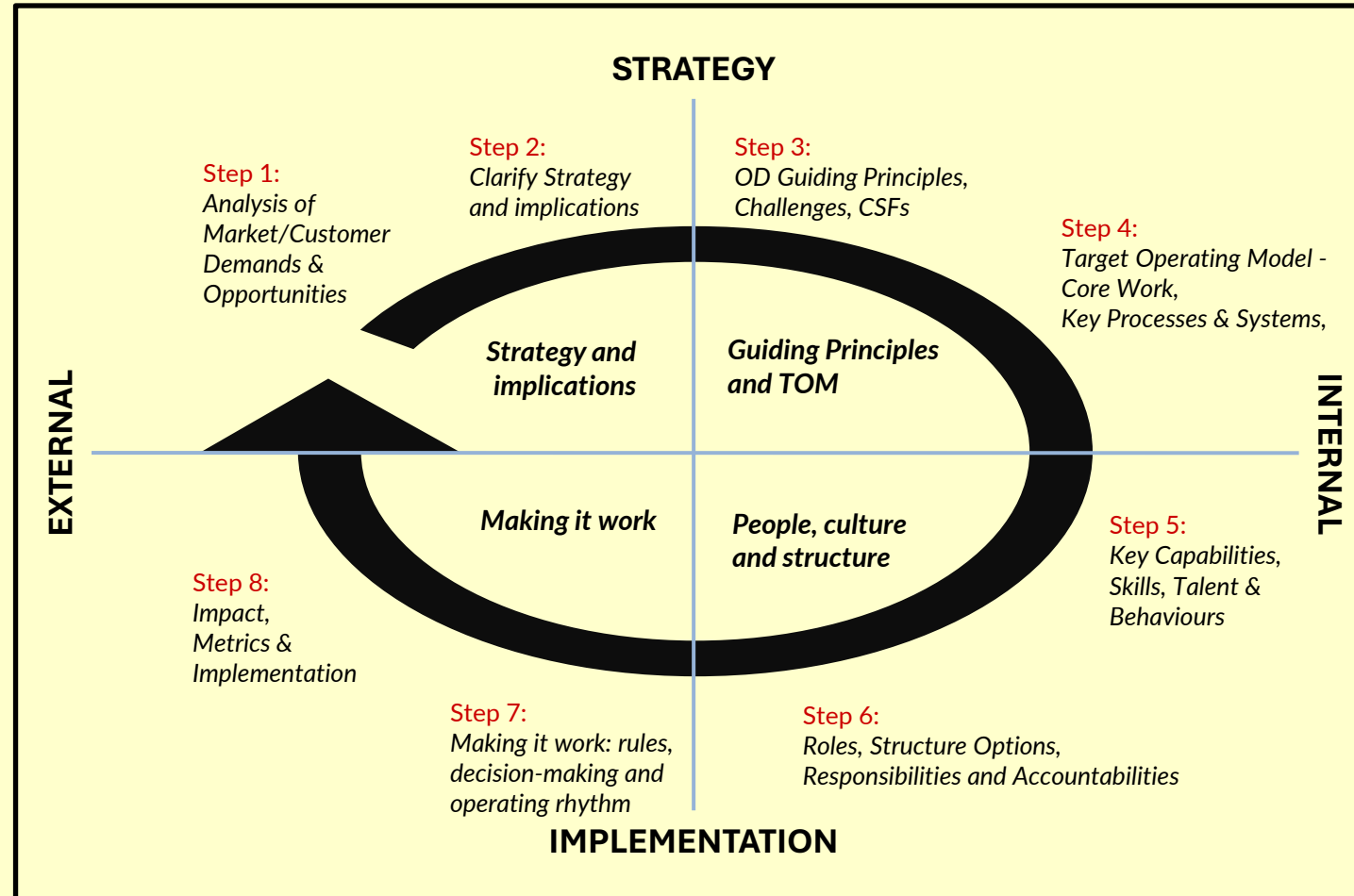
The effort to date will have been a complete waste of time unless every single member of the team now commits fully to making it work.



Our Organisation Design Framework



A blueprint for successful change.



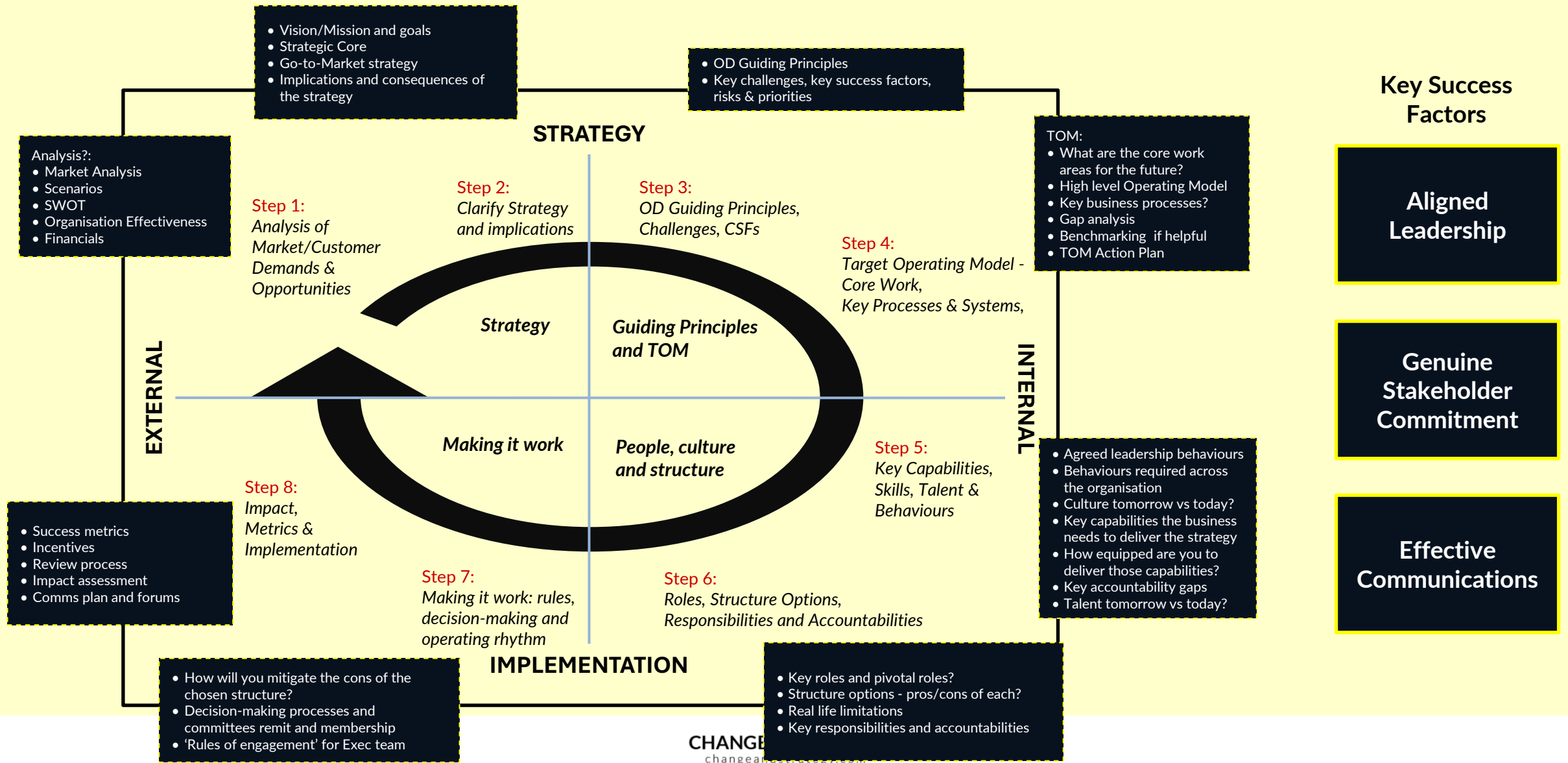
Key Success Factors

Aligned Leadership

Genuine Stakeholder Commitment

Effective Communications

Key elements of each stage



Secrets to successful OD



1. Start with strategy not structure!
2. Clarity of what success looks like and why we are doing this.
3. Clarity of the strategic core: why we exist, for whom, what makes us special, what are the benefits we are delivering to each key stakeholder?
4. Objective & honest assessment of market opportunities and internal strengths & weaknesses.
5. Full understanding of the implications of the planned re-organisation and the 'magic' that needs to be retained.
6. Unwavering commitment from the top to deliver the business outcomes required.
7. An agile mindset to implementation
8. Not being afraid to back-track to early stages of the process when necessary.
9. Shared realisation 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 Leadership Team:
 - Cabinet responsibility and genuine trust in one another
 - Leaders putting the best interests of the company ahead of their own personal interest
 - Commitment to make any structure work
12. Clear execution and communications plans – well executed. It's about leading, delivering and embracing change.

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