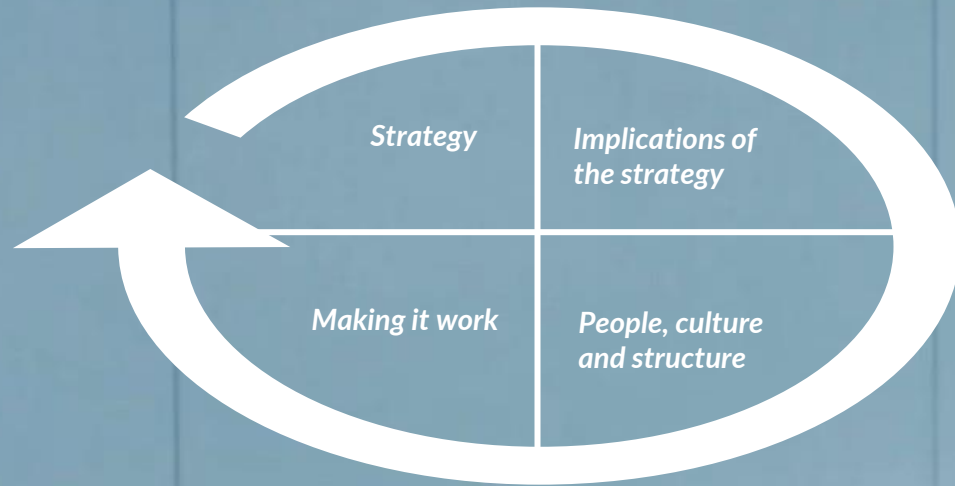


# *THE ESSENTIAL GUIDE TO ORGANISATION DESIGN*



**Campbell Macpherson**

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# Setting your organisation up for success



Having endured wave upon wave of uncertainty and disruption, with yet more to come, business leaders are turning their attention to ensuring their organisations are streamlined, resilient and ready for future success.

Because cutting costs is the easy bit.

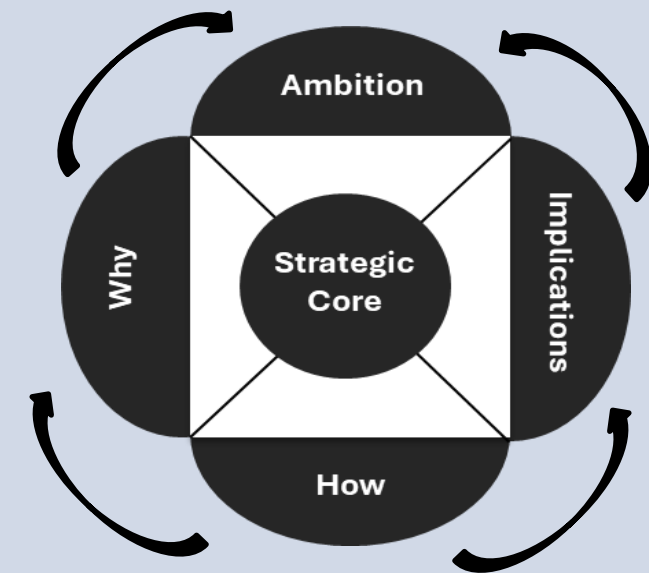
Designing an organisation that is capable of delivering your strategy – no matter what the future may bring – is far more challenging.

It is also business-critical.

CEOs, CFOs and HRDs are asking themselves:

- “What does 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



# Organisation Design starts with strategy



Organisation Design is so much more than structure.

OD 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 for each stage



# The secrets of successful OD



1. Clarity of what success looks like and why we are doing this.
2. Clarity of the strategic core: why we exist, for whom, what makes us special, so what are the benefits we are delivering to each key stakeholder?
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
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 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
12. Clear execution and communications plans – well executed

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

Enabling leaders worldwide to build extraordinary leadership teams and create extraordinary leaders of change – starting with themselves.

**TRANSFORMATION**

*"If you are not leading change, you are not leading anything. You are simply watching the status quo unravel."*

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