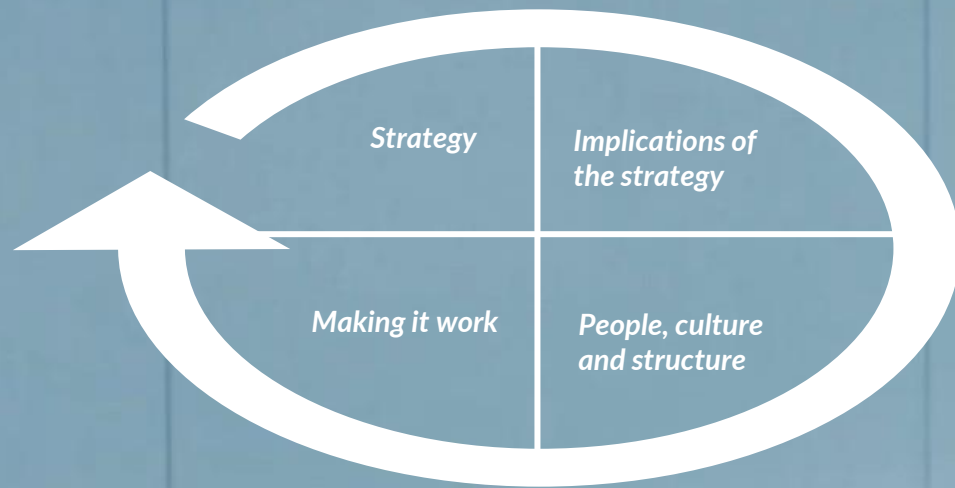


# *THE ESSENTIAL GUIDE TO ORGANISATION DESIGN*



Campbell Macpherson

Author of 2018 Business Book of the Year  
[www.changeandstrategy.com](http://www.changeandstrategy.com)

# 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.

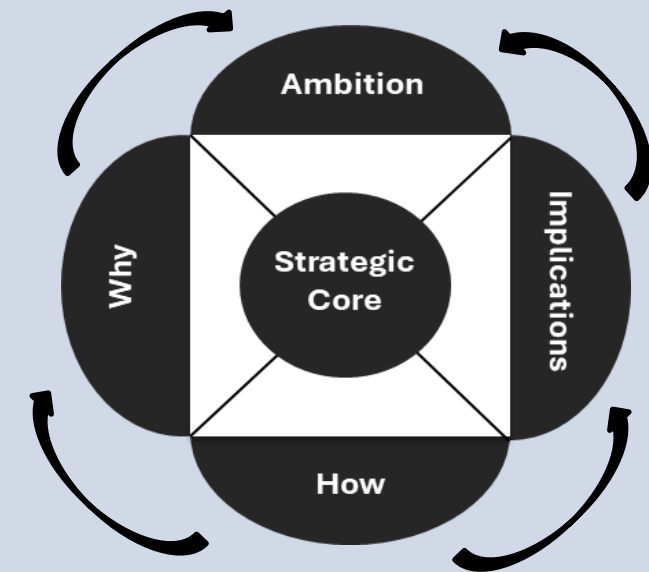
Designing an organisation that is capable of delivering your strategy, no matter what the future may bring, is far more challenging.

It is also business-critical.

CEOs, CFOs and HRDs are asking themselves:

- “What does 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?”

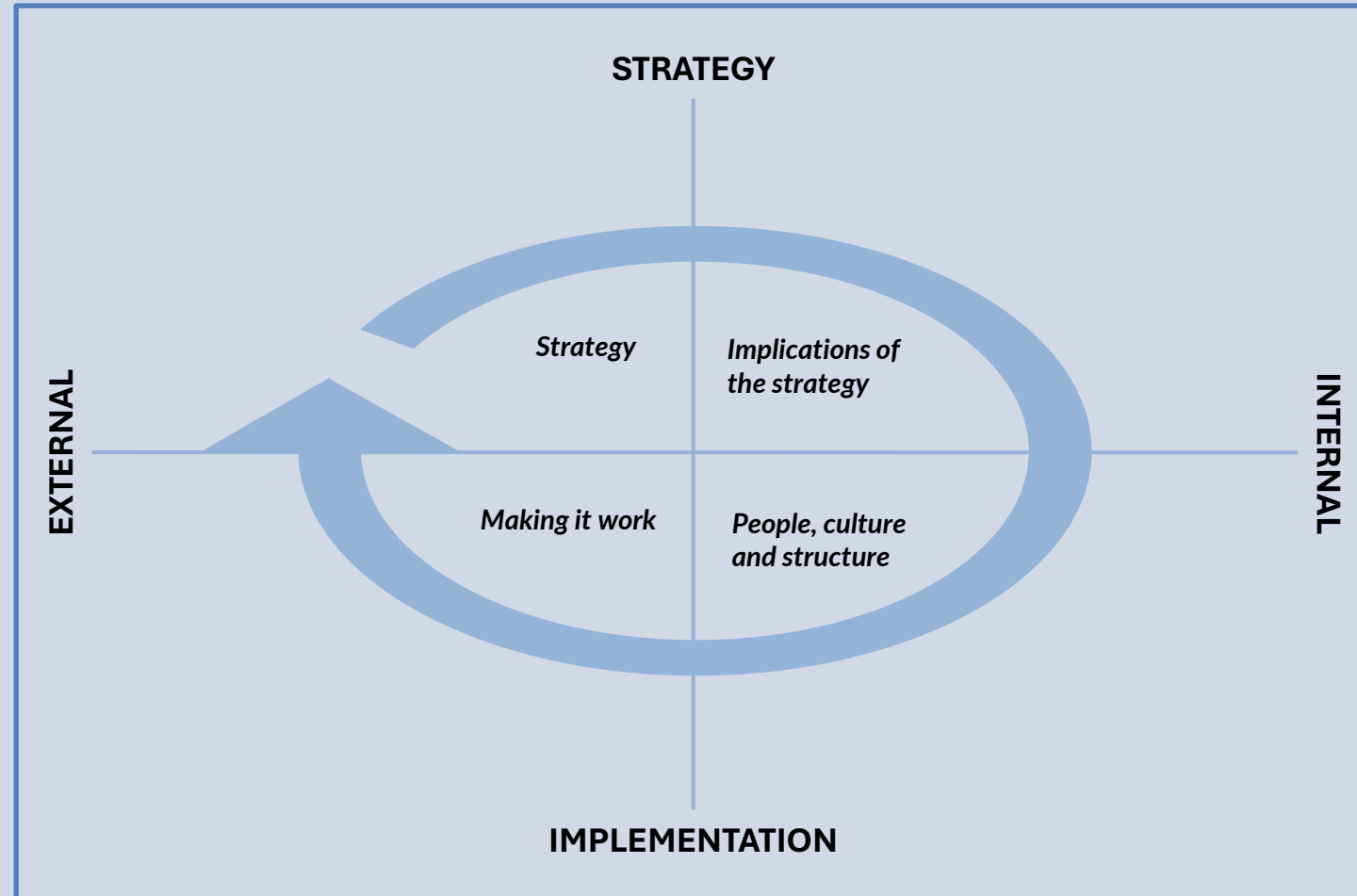
Designing an organisation that will deliver your strategy



# The four phases of successful organisation design



Organisation Design starts with Strategy



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.

# Organisation Design starts with Strategy



Is the strategy clear to all - and compelling?

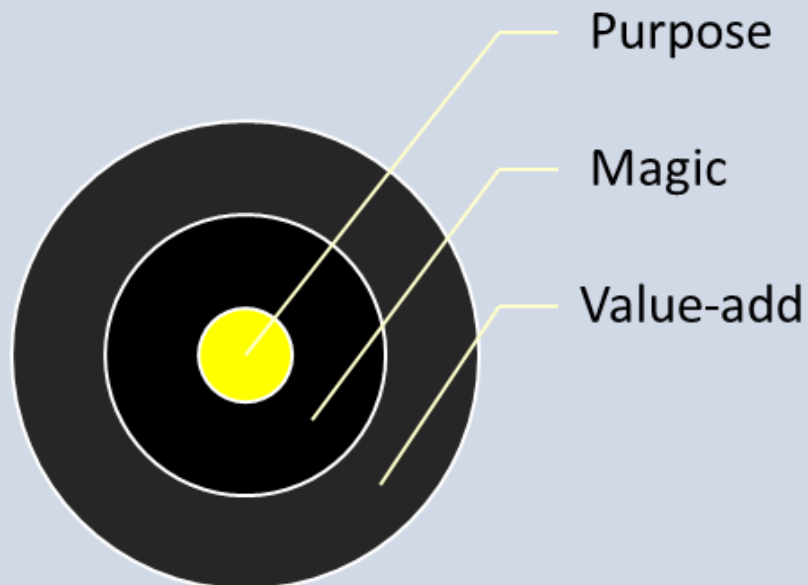
OD starts with clarifying the organisation's strategy and then designing every aspect of the organisation to make sure it is capable of delivering the required results.



# 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?

# Organisation Design starts with Strategy



Every strategy comes with its own set of consequences – not always intended.

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.



# 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?
- ...

# 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.



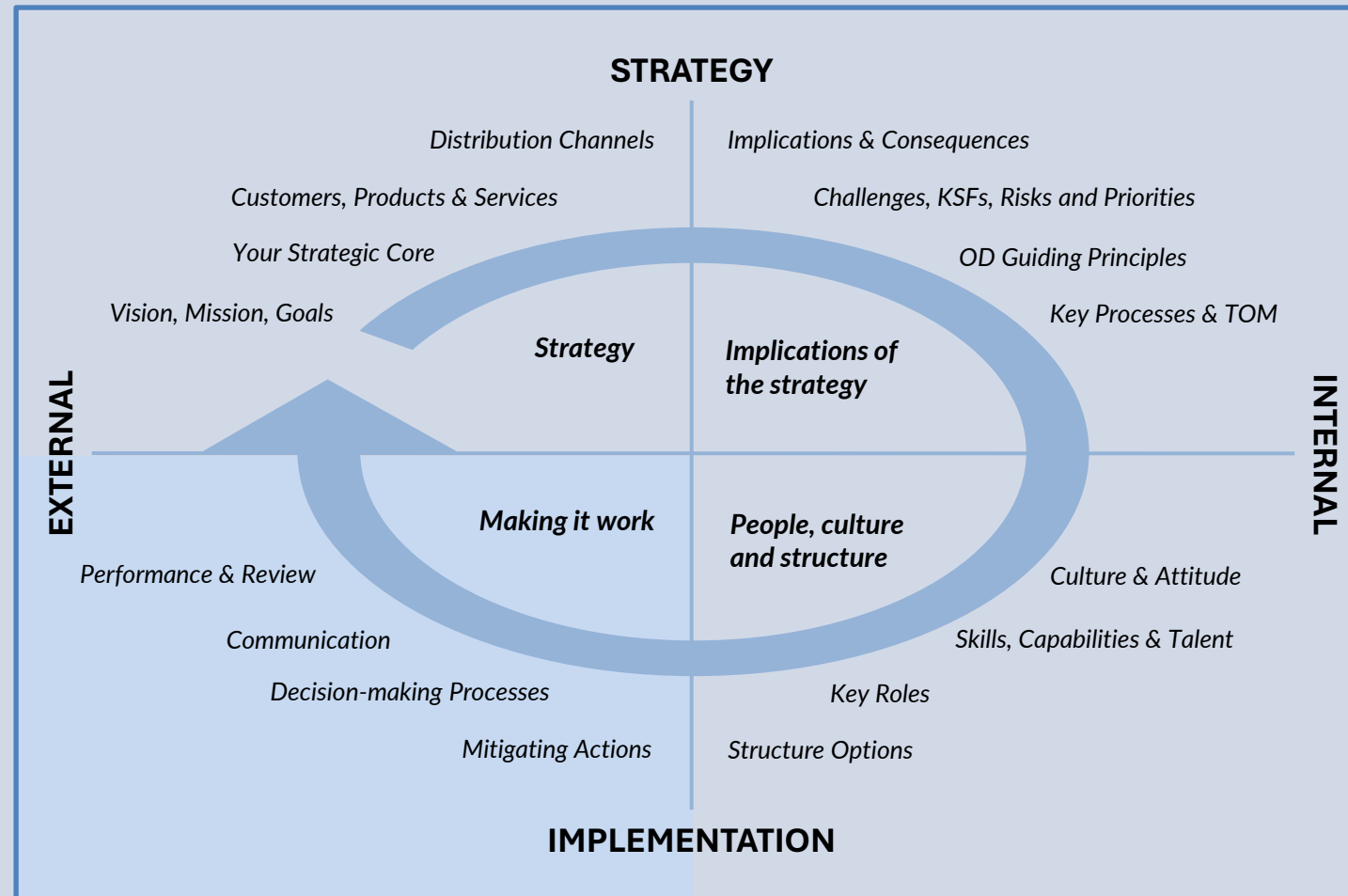


# Organisation Design starts with Strategy



The whole team needs to be committed to making it work.

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.



# Our Organisation Design Framework



A blueprint for successful change.

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

# Key questions for 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 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. It's about leading, delivering and embracing change.

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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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