

Organisational Design and Restructure Approach

An integrated Approach to implementing your new organisational way of work

FAQs

Q Why do businesses need to undergo restructuring ?

A In most cases it is to align with new strategic intent, align to new drivers for cost saving and operational efficiencies or in some cases as a result of mergers and acquisitions where teams have to be integrated.

Q How should businesses aim to run their restructuring initiatives ?

A Restructure initiatives should be run as projects, not part of operational activities until it is bedded down. Speed is of the essence. It is also important to adhere to pre agreed design principles.

Q What happens if the restructure is operationalized too early ?

A It makes consistent communication, HR approach and surfacing of risks and issues very difficult to deal with in a consistent manner. This in turn leads to restructures dragging out, losing credibility and in turn not delivering the ROI aligned to the initial strategic intent.

Q Why is communication and Change Management important ?

A Credible and consistent communication out of the project helps to build trust in the process and reduce the risk of losing valued resources during the process. Change Management helps to manage the levels of insecurity and emotional responses to change and reduces the risk on the human side.

Q Why can't the HR department deal with this ?

A Most HR departments are not geared to deal with influx of project based HR activities required during restructure initiatives. Very few HR departments have the capacity or the type of resources that can focus exclusively on transformational change required for projects like restructures.

Q Why is little attention being paid to functional boundary clarification and role clarification ?

A Most companies stop at structure definition because they assume boundary and role clarification is clear from the structure. They also don't like getting involved in the emotional business of sorting out turf wars.

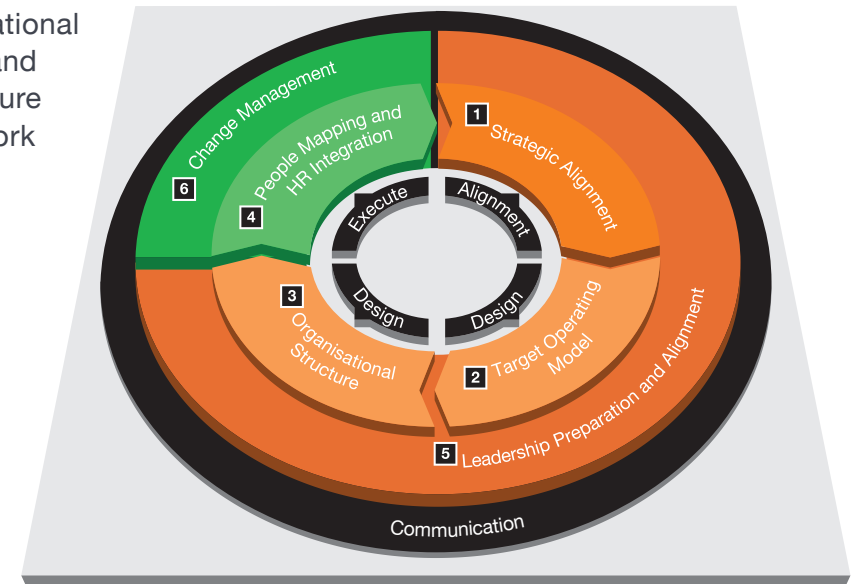
Q Which common mistakes are made when the process is rolled down to lower levels ?

A Mistakes are made when one works off the assumption that management has the competencies to do the design and implement the restructure. Another mistake is to assume that once a structure is defined the initiative can be operationalized. This leaves large areas like functional boundary clarification, role clarification, delegation of authority and escalation undefined.

Q What other common pitfalls do businesses fall into when they undergo restructuring ?

A They lose sight of the strategic intent and get caught up in the politics of restructure. They focus on "who owns what" instead of "what will it look like when it works well".

Organisational Design and Restructure Framework



1 Strategic Alignment

- Understanding and alignment of organisation strategy and requirements at functional strategy level.
- Identifying current organisational constraints and highlighting bottlenecks to the new ways of work.

2 Target Operating Model

- Defining an operational framework that will deliver a step change to the implementation of the organisational strategy.

3 Organisational Structure

- Translation of the capabilities to the Organisational structures and the associated budget requirements.
- Alignment of roles, levels of work and structure.

4 People Mapping and HR Integration

- Mapping of people in current roles to new roles. Placing of staff to the new structure and integrating to HR Ops.

5 Leadership Preparation and alignment

- Leadership and Management coaching. Preparing group of new changes required and new way of thinking.
- Ensure support, commitment and involvement

6 Change Management and Communication

- Identify and clarify with impacted stakeholders changes to their current role due to the restructure.
- Development and delivery of a communication plan to the identified stakeholders.



Together, getting your business objectives done.

STEP 1: TARGET OPERATING MODEL AND FUNCTIONAL STRUCTURE DESIGN

	DESIGN & CONSTRUCT	ALIGNMENT	DELIVERABLES
STRATEGIC ALIGNMENT			
	<ul style="list-style-type: none"> Evaluate New, Existing Strategy and Model Identify Step Up Requirements 	<ul style="list-style-type: none"> Ongoing alignment of designed deliverables to strategic intent 	<ul style="list-style-type: none"> Understanding and alignment of organisation strategy and requirements at functional strategy level. Understanding of GAPS - what is required vs. missing capabilities Identification of step changes (phased approach) of achieving strategic goals i.e. transition state to end state of organisational structure
TARGET OPERATING MODEL (TOM)			
High Level TOM & Detail Functional Model	<ul style="list-style-type: none"> Define Functional Model (holistic) Translate Strategy "Step Up" Requirements including Functional areas 	<ul style="list-style-type: none"> Identify Key Stakeholders per Functional Areas Develop High Level Operating Model Identify Key Capabilities & Processes Per Functional Area and Approach Documents, Identifying Inputs, Approach, and Outputs for all Functional areas 	<ul style="list-style-type: none"> Socialised Target Operating Model at Executive level with associated approach document Organisational Capabilities and Processes required to support the Operating Model across the value chain Detail Functional Operating Model per business area with associated functional Capabilities and Processes. Approach document detailing the functional structures, standards and methodologies - ways of work
STRUCTURAL DESIGN			
Organisational Structure	<ul style="list-style-type: none"> Translate strategy functions into structure Consolidate Approach Docs into a Workflow 	<ul style="list-style-type: none"> Identify Key Stakeholders per Functional Areas Develop High Level Operating Model Identify Key Capabilities & Processes 	<ul style="list-style-type: none"> New Organisational Structure Aligned budget to new structure and implementation approach (step change) Job Profiles Aligned roles, levels of work and new structure
Detail Functional Model	<ul style="list-style-type: none"> Translate functional structure into high level organisational structure 	<ul style="list-style-type: none"> Create detailed organisational structure per division, informed by divisional approach document Highlight roles required in various sub-divisions based on capabilities and outputs identified for each sub division Ensure effective leveling across all functional areas and supporting roles Align to Budgetary Process 	
Role Profiling		<ul style="list-style-type: none"> Identify Role Gaps and Identify new Roles and Existing Roles Amendments Design New Profiles, Amend Existing Profiles Ensure Alignment across Functional Areas, Review and Amend with management team Obtain Sign Off on Profiles 	
LEADERSHIP PREPARATION AND ALIGNMENT			
Stakeholder Management	<ul style="list-style-type: none"> Determine Team Profile Identify Behavioural Change Requirements 	<ul style="list-style-type: none"> Assess Team Individuals Conduct Individual Behavioural Change Requirements Initiate Coaching Sessions with Senior Management Team Coach Senior Management Team through the Required Changes 	<ul style="list-style-type: none"> Leadership and Management coaching - preparation of new changes and new way of thinking. Innovative thinking to new structure design
Communication and Change Impact Management	<ul style="list-style-type: none"> Senior Management Communication Session Conduct Change Impact Analysis 	<ul style="list-style-type: none"> Plan a Change Management Approach Prepare a Communication Plan Engage with Senior Management on Pending Changes Engage with Middle Management on Pending Changes 	

STEP 2: PEOPLE MAPPING AND HR INTEGRATION

Plan	<ul style="list-style-type: none"> Conduct People Mapping Exercise Identify Hiring Requirements Manage People Movement Prepare Skills Matrix Design Upskilling Plan - includes training and Coaching plan Roll-Out Plan 	<ul style="list-style-type: none"> Placed staff in new structures Performance contracts in place Upskilling Plan - Training and Coaching Plan in place Continuous input and improvement to new structure
Roll-Out	<ul style="list-style-type: none"> Roll Out all Change Management Initiative Advertise Vacant Roles Facilitate Hiring Process Design, Socialise and Finalise Performance Contracts per Role 	
Continuous Improvement	<ul style="list-style-type: none"> Evaluate Effectiveness of New Structure and Propose changes if necessary Evaluate Effectiveness of Performance Contracts and Propose changes if necessary Evaluate Effectiveness of Tools, Processes and Methods and Propose changes if necessary Design, Socialise and Finalise Performance Contracts per Role 	