

Organizational Design Approach

Organizational Design offers organizations and their leaders a method to operationalize business strategy through the effective utilization and deployment of resources, decision-making and interactions.

Understanding Organizational Design

A method to operationalize business strategy and change performance patterns.

What

Organizational Design is the process of rethinking, redefining and redesigning an organization's structure.

It typically includes alignment and grouping of work, roles, accountabilities, decision-making authorities and talent.



Why

Leadership teams can leverage changes in organizational design to enable and drive new performance patterns.

Shifts in mandate, accountabilities, and interaction create new focus, attention and action; and signal a need for change.



When

Leadership teams embark on organizational design in response to changes in either internal or external demands.

Examples: customer demands, business growth, cost savings, regulatory changes, efficiency needs.



How

Organizational design is best achieved through a collaborative, structured, iterative and data driven approach.

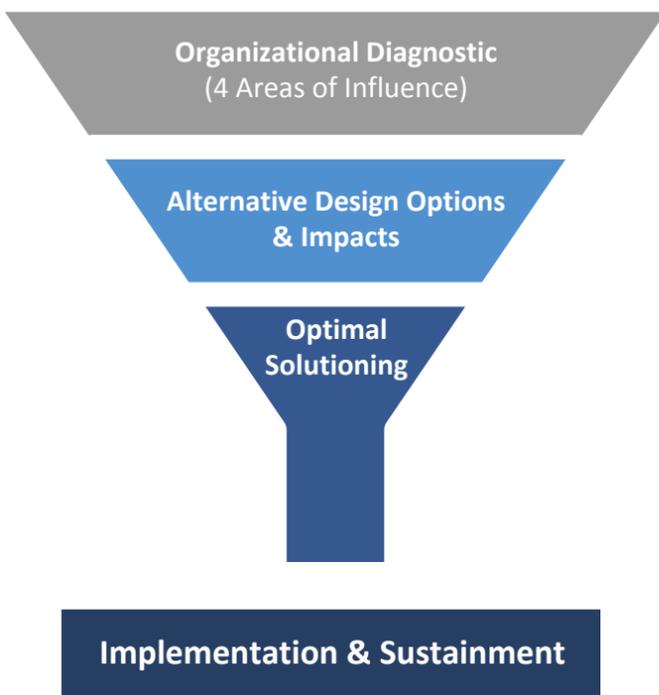
Optimal organization designs takes into consideration: business strategy, performance goals, spans and layers, and talent management.



Funneling Data and Insights into Meaningful Design Solutions

Understanding and integrating views on business strategy, performance results, management spans and layers, and talent is the foundation of any organizational design effort. A structured, collaborative and iterative approach ensures a breadth of relevant and timely information guides your organizational design solutions.

'Org Design Data Funnel'



Organizational Design Steps



Phase 1:
Organizational Diagnostic



Phase 2:
Alternative Options



Phase 3:
Selection &
Accompanying Solutions



Phase 4:
Implement &
Change Management

Organizational Design Steps

Blue-Mark's 4 Step approach is data driven, collaborative and iterative to ensure redesign options are well informed and drive tangible short and long term results.



Phase 1: Organizational Diagnostic
Understand internal strategy, performance, structure and talent; and changes in external demands. To fully inform design options.



Phase 2: Alternative Options
Create alternate organization structure options to test new outcomes & interactions. The optimal option is often a hybrid of other solutions.



Phase 3: Selection & Related Solutions
Assess the benefits and implications of alternatives to make a fully informed decision. Consider accompanying solutions to enable final design.



Phase 4: Implement & Change Management
Develop an implementation plan informed by business impacts, people transition, change sequencing and key dependencies.



Outputs

- Comprehensive design principles and success measures
- Outputs from in-depth organizational diagnostic: Strategic direction, Performance gaps, Structural dynamics, Talent needs and gaps, external drivers of change

- Alternative structural designs based on core considerations: Decision Authorities, Management Spans and Layers, Resource Flexibility, Interactions, Information Flow, Career Paths
- Clearly defined benefits and impacts for all design options

- Final option selection based on well defined benefits and impacts
- Identification of non-structural 'accompanying solutions' required to enable the new organizational design: compensation, process, tools, skills and competencies

- Detailed change and communication strategy and plan
- Sequenced and defined implementation phases
- Identification of dependent transition activities (i.e., people mapping, job descriptions, process/tools)
- Post implementation feedback