

Are you missing out on the full potential of Organisation Design?

It can feel as if everyone does Organisation Design, but very few people do it well. In the absence of a clear approach it can become an exercise in moving boxes around, with opportunities for positive transformations in ways of working missed.

Change Associates takes a wider perspective that goes beyond business silos to identify options that consider the greatest benefits. Our inclusive approach to managing your stakeholders ensures informed buy-in from the start.

The accelerated pace of change and disruption in all markets has created a complex environment in which an organisation's design is tested relentlessly by events.

Never before has Organisation Design been more important.

Without a structured approach to Organisation Design, the project and those affected can hit significant issues. The process can become long and time-consuming as the lack of rigour leaves it open to extensive challenges and resistance from stakeholders.

People need to be clear about how their role has changed, and how they need to work with colleagues. Processes or training may need to be developed to ensure the change happens most effectively.

What we do

Change Associates moves Organisation Design thinking beyond the existing silos in your organisation.

We start by taking a strategic view, considering the business objectives and the work the organisation needs to do to deliver them. We use this to design new roles and structures, unconstrained by existing team designs.

The depth of analysis and detail of the design will vary depending on the needs of your project, but the approach we use is consistent and dependable.

1 Confirm the objectives

We confirm the aims of the design with stakeholders, including the expected financial benefit.

2 Document and analyse the "as-is"

We collect data and information to understand who does what in the current design. Not only does this help highlight any issues, it also provides a baseline that will help describe the impact of the change.

3 Set the design principles

Setting design principles provides clarity on the outcomes expected from the redesign, such as strengthening accountability or supporting success.

4 Build the high-level design

Starting at a high level enables us to see the wider context and consider radical changes in the way the business operates.

Once this high-level design has been agreed with key stakeholders, the team can embark on the detailed design work with confidence.

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5 Build detailed design options and select the best design

Working within the high-level design framework, we explore several options for how roles and reporting lines could change.

We select the optimum design by referring back to the design principles and assessing which ones provide the best opportunity to meet them.

6 Change Impact Assessment

Organisation Design always involves more than just a change in reporting lines. We dig into the real detail of what needs to change to enable the new structure to be successful. We pick up the detail around the new processes that are needed, changes in governance and technology impacts.

7 Build the business case

We build a robust and compelling financial case for your board or decision-making team, describing the anticipated benefits of the new structure, how this differs from the current structure, and the costs of implementation.

8 Gain sign-off of the change

We work with you to ensure that the nature and scale of the change is understood and communicated effectively with key stakeholders. Together, we will address any outstanding resistance to the changes before implementation begins.

9 Plan the implementation

Even the best design will be unsuccessful if the implementation is not well managed. We set the project up for success by ensuring the implementation steps and their dependencies are realistic and widely understood.

Organisation Design can be complex and time-consuming. We use OrgVue, a data-driven organisational design tool, to:

- ▶ Load and cleanse data
- ▶ Visualise and analyse data
- ▶ Model and refine data

By using OrgVue, Change Associates has been able to:

- ▶ Significantly reduce the time taken to analyse organisational data and model changes by 50%
- ▶ Enable stakeholder buy-in due to confidence in the data
- ▶ Reduce the risk of miscalculation that exists in working between Excel and PowerPoint (for example), increasing the levels of accuracy.

Why Change Associates?

- ▶ We have 250 associates with experience of Organisation Design of varying complexity and across many industries.
- ▶ We combine Organisation Design skills with subject matter expertise to give you the greatest chance of success.
- ▶ We don't follow prescriptive Organisation Design approaches – we tailor ours so that it's right for your organisation.

Case study

Following an engagement with a strategy consultancy in which Weetabix decided to make major investments, Change Associates was engaged to help the business to design a new organisation structure to support delivery of its investments. A key focus of the project was to create financial and people capacity to support the growth of the new Weetabix drinks business.

We worked with the senior management team to define the principles and objectives that would underpin the new structure and on a critique of their existing structures; this included analysing data on organisation layers, spans of control, costs, skills and comparison of these factors with benchmarks.

Once the principles and objectives had been agreed, we worked with the leadership team to define high-level options and guided them through a process of determining the ideal solution. OrgVue was used to complete the modelling and to test both the organisation-wide and functionally specific designs. Once a final structure had been agreed we worked with the HR and Finance teams to assess the financial impacts of the new structure before presenting the final solution for sign-off.

Following sign-off we worked with the team to define an implementation plan which was handed over to the HR team to manage and deliver. The business now has a new business unit managing the growth of the drinks business without having added to the overall cost of people in Weetabix.

“The work you carried out in analysing and re-designing our operating model and organisational design is respected across the group by our investors”

Stuart Branch
Group HR Director, Weetabix Food Group

For more details

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