

Organisational Design Framework

ORGANISATION DESIGN AND CHANGE MANAGEMENT

Organisational design connects strategy with how work, decisions and responsibilities operate. This framework helps leaders understand delivery constraints, compare coherent options and translate the chosen design into roles, workforce requirements and a manageable transition. It keeps customer value, people sustainability and practical implementation visible throughout the review.



THE MODEL AT A GLANCE

The approach

The Strategy-to-Value Design Spine traces eight connected choices from strategic outcomes to workforce requirements and transition. Five delivery stages develop and implement the design, while five tests challenge coherence and sustainability. Representative work scenarios expose accountability, interface and capacity issues.

When to use it

- Strategy requires new capabilities or different coordination across organisational boundaries.
- Delivery problems reveal unclear decisions, responsibilities, interfaces or capacity.
- Proposed structural changes need coherent options and an achievable transition.

What the model covers

Strategy & outcomes · Critical capabilities · Design principles · Operating model · High-level design · Detailed design · Jobs, grades & workforce · Transition & value · Discover · Diagnose · Design · Align · Deliver · Strategic fit · Customer value · Operational coherence · People sustainability · Affordability & risk

Value for your organisation

- Connects structural choices with strategy, capability and how work operates.
- Tests accountability, customer value and people sustainability across credible options.
- Plans practical transition ownership and review beyond the implementation date.

Put it into practice

Follow a representative delivery request across teams. Examine decisions, handovers, capacity and priorities, then agree design principles and compare options. Test the selected design with role holders, assign transition responsibilities and review how delivery works in practice.

Outputs you can use

- Design evidence and principles connecting strategic outcomes with operating choices.
- Approved design covering responsibilities, interfaces, roles and workforce requirements.
- Transition and value plan with ownership, stabilisation and outcome measures.