



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Organisational Design

An introduction to organisational design

Explore organisational design beyond the organisation chart. Connect strategy with work, decisions and accountabilities, compare two design options and identify their people, service and transition implications through a practical introduction to the HR Delivery framework.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Changing reporting lines may leave the original performance problem untouched if work, decisions and handovers remain unclear. Organisational design begins with what the organisation must achieve and how value is delivered. This workshop helps participants examine those connections before drawing structures or making assumptions about roles, staffing and grades.

Introduce the Organisational Design Framework through a bounded service example. Participants trace strategy into work and decision requirements, draft design principles and compare two options, using the framework's tests to identify trade-offs, people implications and questions that need further investigation.

WHO IS IT FOR?

HR practitioners, OD colleagues, business partners, managers and project team members involved in reviewing roles, structures or ways of working. Previous organisation design project experience is not required.

BY THE END OF THE DAY, PARTICIPANTS CAN:**01****Frame the design problem**

Describe a performance need and the organisational capability it requires, distinguishing the underlying design question from an assumed reporting-line solution.

02**Map work and decisions**

Trace a service outcome through tasks, handovers and decision authority, identifying unclear ownership or interfaces that may impair delivery.

03**Draft design principles**

Write a small set of practical principles that translate strategic and customer needs into criteria for comparing different organisational design options.

04**Compare alternative designs**

Compare two illustrative arrangements using the framework's design tests, making their strengths, dependencies and trade-offs visible without assuming one ideal structure.

05**Identify people implications**

Identify how a proposed design could affect roles, skills, workload and employee experience, including questions requiring consultation or specialist analysis.

06**Outline a next design step**

Prepare a bounded recommendation describing the preferred enquiry, unresolved assumptions and stakeholders needed before a design option could be developed further.

A useful first application

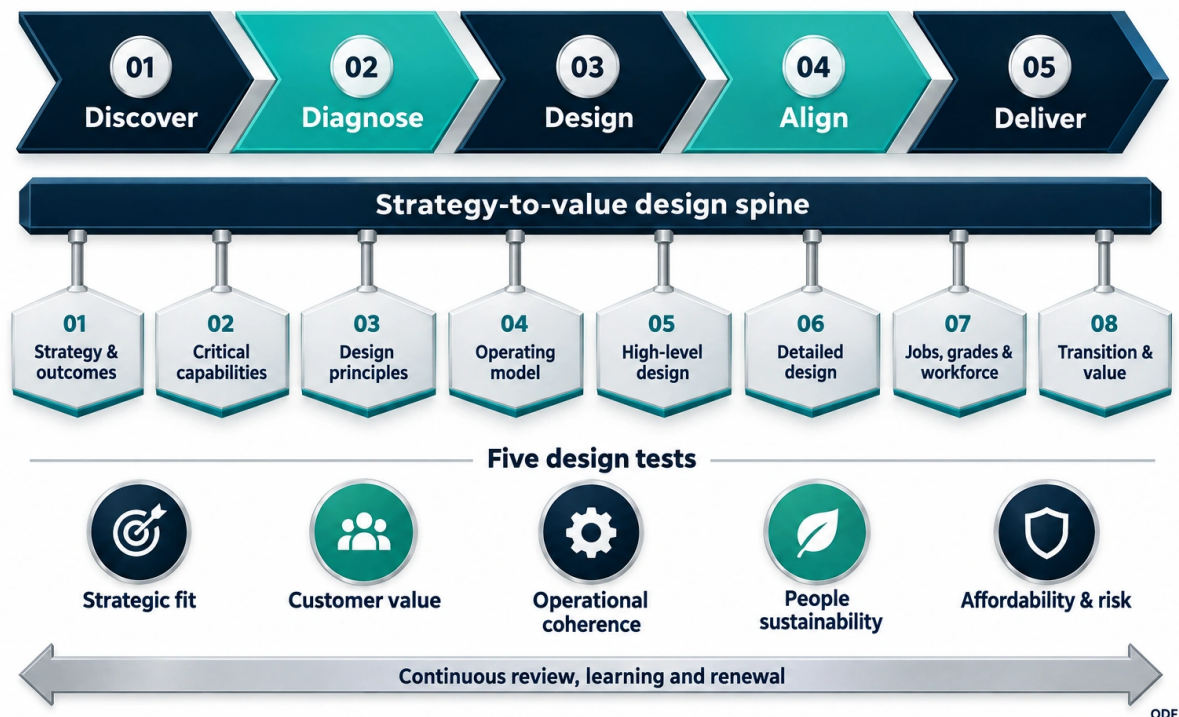
Participants compare illustrative design options for one service. The day does not produce an approved structure, evaluate jobs, determine staffing reductions or replace consultation, financial analysis and specialist implementation review.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery Organisational Design Framework

The framework connects an eight-part strategy-to-value design spine with five stages: Discover, Diagnose, Design, Align and Deliver. Five design tests examine strategic fit, customer value, coherence, people sustainability, affordability and risk.

Organisational Design Framework



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Strategy and capability

Which outcome and organisational capability should this design make possible?

03 Design principles

Which principles should guide our choices between plausible organisational arrangements?

05 Alignment and implications

What would this option require of people, systems and resources?

02 Work and value flow

How does work create value, and where do handovers break down?

04 Roles and decisions

Who owns the outcomes, decisions and interfaces needed for reliable delivery?

06 Transition and value

How could the change be introduced and its practical value reviewed?

The six panels are workshop focus questions spanning the original design spine and stages. They do not replace either structure; participants use the full model as a reference while exploring one bounded service design decision.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Follow the work before the chart

Teams trace a fictional customer request across functions, mark decision and handover delays and identify which problems stem from unclear operating arrangements rather than reporting lines alone.

02 Turn aims into design principles

Pairs convert broad ambitions such as customer focus into practical comparison criteria, test them against conflicting priorities and refine wording so the principles can guide a real design choice.

03 Compare two operating options

Groups sketch a centralised and a locally coordinated response to the case, then use the five design tests to compare service effects, dependencies, costs and sustainable work implications.

04 Hold a design challenge review

Participants present an option to peers acting as customer, manager and employee stakeholders, capture unresolved concerns and revise the proposed next enquiry before considering detailed structure or role design.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A growing organisation handles customer requests through separate regional and central teams. Customers repeat information, decisions wait for several approvals and managers argue for another management layer. The strategic priority is a reliable service experience, but leaders have not agreed who should own the end-to-end process or its exceptions.

Groups map the value flow and decision gaps, propose design principles and compare two operating arrangements, identifying the evidence and stakeholder discussion needed before developing any structural or role changes.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.

SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Frame the organisational design question Distinguish a performance need from a proposed structure change and connect the service case with its strategic outcome and critical organisational capability.
09:20-10:15	Explore the design framework Introduce the strategy-to-value spine, five stages and five design tests, showing how work, roles and transitions connect with the intended business result.
10:15-10:30	Break
10:30-11:30	Map value flow and decision rights Follow the customer request through tasks and handovers, identify unclear authority and discuss why reporting-line changes alone may leave the service problem unresolved.
11:30-12:30	Develop useful design principles Translate business and customer aims into comparison principles, checking that they are specific enough to help resolve competing design priorities and practical choices.
12:30-13:30	Lunch
13:30-14:30	Compare alternative operating arrangements Sketch two service design options and use the framework tests to compare strategic fit, customer effects, operational coherence, people sustainability, affordability and risk.
14:30-14:45	Break
14:45-15:30	Examine people and transition implications Identify affected roles, skills, workload and systems, then record consultation, job evaluation or specialist analysis needed before a proposed option could be implemented.
15:30-16:10	Challenge the proposed design direction Present the options comparison, use stakeholder perspectives to test assumptions and decide whether the next step should develop an option or gather evidence.
16:10-16:30	Plan a bounded design enquiry Choose a local work or decision problem and identify the sponsor, service evidence and stakeholder conversations needed to frame an initial design discussion.

Start with the outcome and work, compare organisational choices and make their people and delivery consequences explicit.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Design problem brief

A draft account of the performance need, intended outcome and organisational capability, with scope boundaries that keep the enquiry from becoming an automatic request for a new structure.

Frame a design discussion around the work and required outcome.

02 Work and decision map

An exercise map of customer value flow, tasks, handovers and decision rights, highlighting unclear ownership and interfaces that could remain problematic after a reporting-line change alone.

Identify where organisational arrangements interrupt service delivery or decisions.

03 Design principles worksheet

A small set of draft principles translated from strategy and customer requirements, with examples showing how they help compare options and expose conflicting priorities during design discussions.

Agree criteria before debating a preferred organisational chart or arrangement.

04 Options comparison record

A provisional comparison of two operating arrangements using the five design tests, recording dependencies and trade-offs rather than implying a universal ideal structure or final approved recommendation.

Explain the reasoning behind a possible organisational design direction.

05 People implications checklist

A record of role, skill, workload, system and employee experience questions, including areas requiring consultation, job evaluation or specialist analysis before a proposed change is taken forward.

Make people and implementation consequences visible early in design work.

06 Next-enquiry recommendation

A focused recommendation stating the preferred next enquiry, unresolved assumptions, stakeholders and evidence required to develop or reconsider an option before detailed design or organisational approval is sought.

Keep early design proposals proportionate to the evidence available.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Choose one recurring decision or handover problem and map how the work currently flows. Agree the intended service outcome with its owner, compare possible responses and identify what evidence is needed before discussing changes to structure or roles.

YOUR FIRST 30 DAYS

01

Days 1-7

Clarify the design need

Meet the business owner to define the performance issue, customer effect and outcome required. Record the current proposed solution separately so it does not prematurely determine the scope of the design enquiry.

02

Days 8-21

Follow work and decisions

Speak with people involved in a small sample of the work. Map handovers, decisions and unclear responsibilities, then test whether the problem reflects structure, process, information or another operating condition requiring attention.

03

Days 22-30

Compare the next options

Discuss initial design principles and alternative responses with relevant stakeholders. Record people and transition implications, unresolved evidence and specialist needs before agreeing whether to develop an option or undertake further diagnosis with the sponsor.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies a service or operating problem with a clear business owner. Participants may bring an anonymised process outline; the workshop uses a fictional organisation and does not require confidential restructuring plans or individual role decisions.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

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Discuss your workshop



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