



# The webinar will start shortly

Please use the chat function at any point during the webinar to post questions or comments

# Organisation Re-design

## Creating a sustainable organisation design

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# The Current Context

# What's happened to organisations?

- Activities have been changed or stopped;
- People furloughed, working remotely, made redundant or working with new safety measures;
- New working practices adopted;
- New working patterns adopted to cope with caring demands, server capacity, etc.;
- Sites closed or altered;
- Reporting lines changed;
- Responsibilities changed; &
- Governance changed.

... and the future is unclear and uncertain.

## And ...

- Change has been impressively and necessarily fast;
- No-one has the definitive roadmap for what they've done and will need to do;
- An Action Research approach could be your most effective way forward; &
- Org Design could be a key to moving from React to Recover, and then Renew.

# Definitions

- Organisation Design is “the aligning of structures, processes, physical space, locations and jobs in order to deliver strategy in the most effective and efficient way.”
- Organisation Development is defined as “the aligning of values, culture and behaviours in order to deliver strategy through the engagement, behaviour and wider contribution of the workforce.”

# Organisation Design for uncertain times

- Build your HR capability and capacity to do this in-house. You may have to go through this more than once in a relatively short period;
- Get people together with different perspectives and experiences, who are willing to think and act with both telescopes and microscopes!;
- Develop a “toolkit” for HR and line managers to use that people can become familiar with;
- There is no magic bullet;

# The “big” questions to get started

- Who do you need round the table?
- What have you learned?
- What do you need?
- What constraints are we facing? “How do we survive on 50% less income?” could require a different Org Design process from “how do we make home working permanent?”.
- What are the questions we will need to address?

What have organisation learned from the React phase?

A good starting point

# Learning from the React phase

- What's working better?
- What's been the impact on health and well-being?
- What's been the impact on performance?
- What have we identified that isn't as important as we thought?
- What's been the impact on governance?
- Who's been negatively or positively impacted by the changes?
- What have we managed to survive without, and what don't we need longer term?

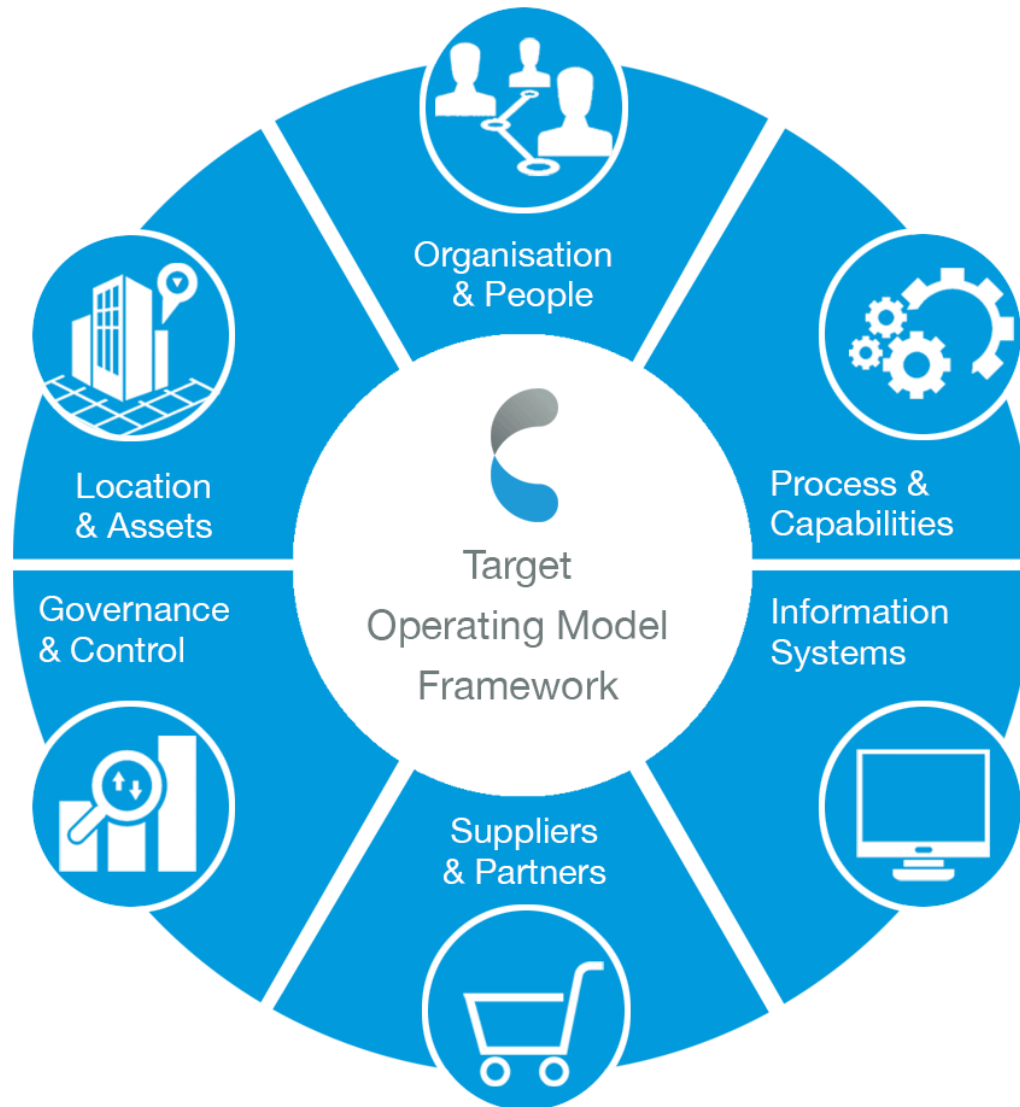
# What do you need?

## Your Minimum Viable Organisation?

- What do you now think is the simplest (and potentially lowest cost) way you can deliver on your strategy? And how clear is your strategy right now?!
- If you can answer this, it can enable an organisation to get to the heart of their design;
- A good point to be clear about are your Organisational Capabilities; &
- It's like the Organisation Design equivalent of [Zero-based Budgeting](#).

Where next for your Organisation Re-  
design?

# Working out where to look next for your Organisation Re-design



# Organisation & People

- How and where are your people, and what support do they need?
- How do you re-design jobs to be achievable and “healthy”?
- What structures do you need to be effective and efficient?

# Processes & Capabilities

- What are the key processes for the organisation?  
How have they changed or been impacted by the React phase?
- How well defined and owned are your processes?
- What changes to processes could help you now?
- What are your core Organisational Capabilities?  
Are they still relevant and how do you sustain them?
- How do you use your capabilities most effectively?

# Information Systems

- How well has your infrastructure worked during React?
- How secure have you been and where have we been exposed?
- How can we make best use of your infrastructure? What aspects of its capacity and capabilities can you use better?

# Suppliers & Partners

- Who are the key suppliers and partners you need to work with?
- Who are the key contacts there and are they still working?
- Who will manage the relationship with each of your key suppliers and partners?
- How are suppliers and partners changing as a result of the crisis? If their services are disrupted, how will you deal with it?
- How can you create a design that enables the most effective ways of working with suppliers & partners?

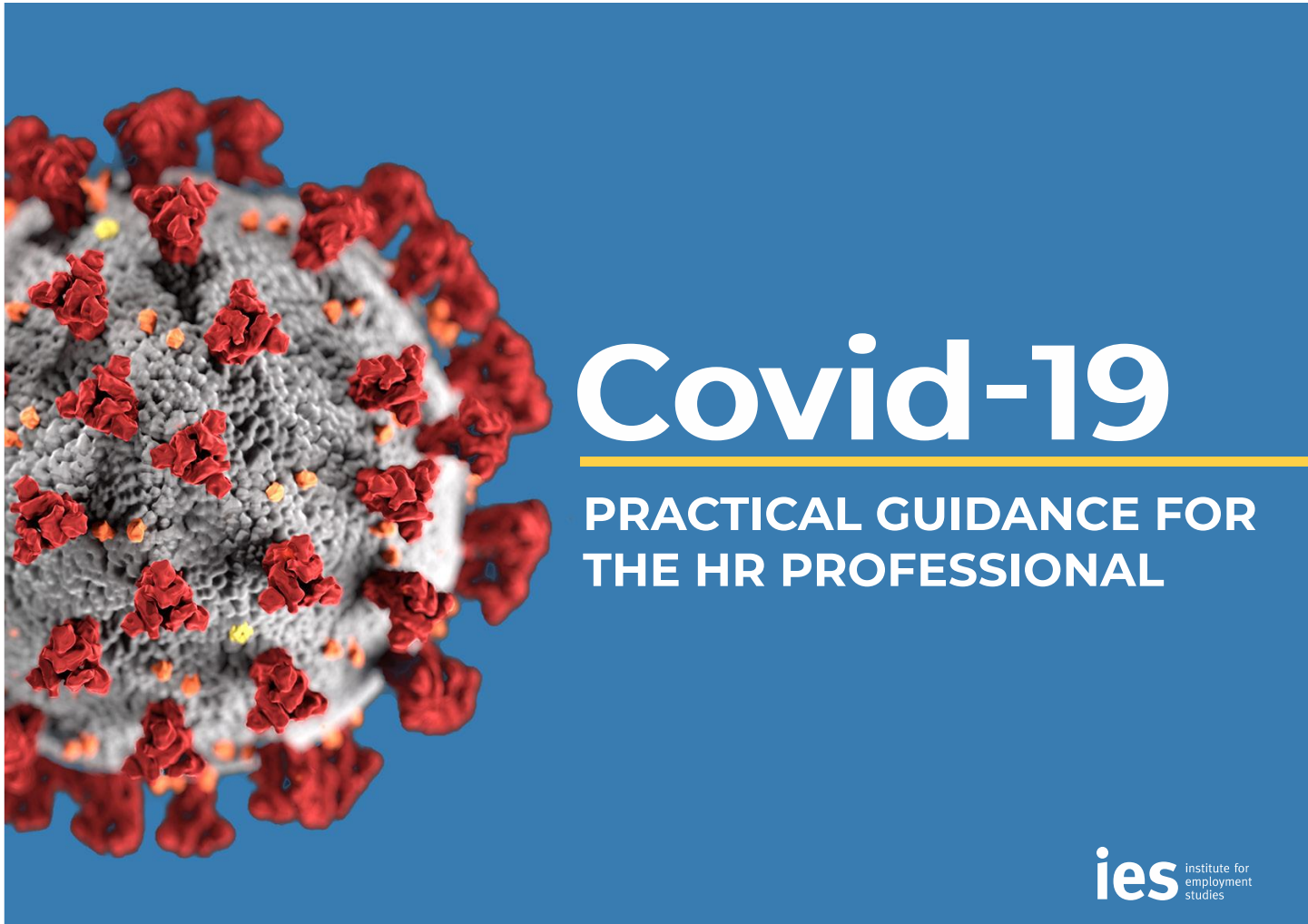
# Governance & Control

- What are the controls you need to maintain?
- What risks have you recently faced and how well were they managed?
- What roles, processes and structures do you need to ensure effective governance and control in future?
- What are the implications for good governance in proposed changes to Organisation Design?
- How will you maintain GDPR compliance?
- How will you ensure that changes to working arrangements that become permanent are safely managed and documented?

# Locations & Assets

- What spaces do we need to deliver our strategy?
- How can we organise our spaces in ways that are safe and effective?

Use our guide to help navigate the challenges



# Covid-19

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# Questions

**Thank you for joining the webinar today**

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