Brief Guide to Functional Organizational Design

	Current State Assessment	Define Design Requirements	Develop High-Level Structure	Develop Operational Structure	Develop Transition Plan
		1 - 2 Weeks	*1 - 2 Weeks*	*2 -3 Weeks*	*4 -6 Weeks*
	What are the key capabilities/processes in each of the functions? How is each function organized? What is the current staffing model in each of the functions? What tools and technology are being used in each organization?	What is the strategic vision/intent for the integrated future organization? What are key 3-5 guiding principles for defining the integrated organization?	How should the future organization be structured? By process, by product, by geography, etc? What are the critical roles and processes? What does the future organization design look like at a high level?	What are the future roles and responsibilities? What units/functions perform what key processes?	How will we get from the current design to future design? Do we need transitional structures?
Key Milestones	Current state assessment workshop or interviews	Design Principles Meeting Design Alternatives meeting	High-level design Approval	Detailed design Approval Governance model workshop	Change management/ implementation readiness meeting
Key Outputs	• Current State Assessment • Integrated Business Strategy	• 3-5 design principles • Organization Design Alternatives	• High-level design – Top 2 layers of the design	• Detailed structure – boxes and lines • Process maps • Governance structure • Role descriptions	• Impact assessment • Transition plan (transitional structure(s)) • Implementation plan

Leadership Touch point

Functional Organization Design Checklist

Phase	No.	Key Activities	Owner	
	1.	Conduct current state assessment		☐
	2.	Define integrated business strategy		☐
Define Design Requirements	3.	Define guiding principles/requirements for the future design		☐
	4.	Review and assess current best practices in design structures		☐
	5.	Categorize core business processes ("bucket" the work)		☐
	6.	Determine what capabilities/processes will be conducted where and by whom (e.g., outsourced /contracted/in-house; geo 1 location/geo 2 location; automate /manual)		☐
Develop High-Level Structure	7.	Develop alternative organization structures (2-3)		☐
	8.	Socialize with leadership		☐
	9.	Define hi-level role profiles (e.g., 2-3 key responsibilities per role) for each alternative structure		☐
	10.	Develop presentation to discuss, validate and approve the structure with leadership		☐
	11.	Refine selected organization structure based on leadership feedback		☐
	12.	Meet with leadership team to gain approval on refined high level design, if necessary		☐
Develop Operational Structure	13.	Develop next layer of the organization structure (N-3 and N-4, if necessary)		☐
	14.	Define N-3 layer role descriptions		☐
	15.	Meet with leadership team to gain approval on the (N-1 through N-3) layers		☐
	16.	Conduct talent assessment for top 3 layers of the structure		☐
	17.	Test 2-3 core business processes through the operational structure		☐
	18	Refine the operational structure based on the process test		☐
	19.	Define future units/groups		☐
	20.	Map future business processes to future units/groups		☐
	21.	Develop governance model		☐
Develop Transition Plan	22.	Map current workforce to future units/groups and identify areas of shortage or excess		☐
	23.	Conduct broader skills assessment		☐
	24.	Develop high level workforce transition plan		☐
	25.	Develop/refine job/role descriptions for all positions		☐
	26.	Identify training needs		☐
	27.	Conduct impact assessment (e.g., technology implications)		☐
	28.	Prioritize units/functions for transition		☐
	29.	Develop transition plan		☐
	30.	Conduct change readiness assessment		☐
	31.	Develop training		☐
	32.	Develop communication and change plan		☐