

## Reorganizing Organizational Structure, Roles and Responsibilities

1. Review your company's purpose, promise, "reasons to believe", and your core values.
2. Prioritize the Goals in your strategic plan (OGSM) accordingly.
3. Prioritize the Actions in the 3-Year Action Plan accordingly. If you are looking for criteria for establishing priorities, refer back to the purpose, promise and reasons to believe and assess the impact or value each specific goal or action will contribute to this statement of your intentions and strategic direction. Also, please consider the degree of difficulty. I suggest using a 5 point scale, and plotting impact and degree of difficulty on a two-dimensional X:Y chart.
4. Consider the more important day-to-day tasks that must be accomplished to run the business that might not be included in the OGSM or 3-Year Action Plan. *Focus* on the most important tasks and prioritize them. Don't try to boil the ocean.
5. List key decisions that must be made starting with the highest priorities. To do this, process-map the workflow using decision trees for the most important actions, priorities, and tasks. Highlight key decisions, as well as who makes them today. We will be working together to simplify, streamline, re-engineer, and improve the effectiveness and efficiency of our decision-making, but we must start with an objective view of the current state and the root causes of less-than-optimal performance.
6. Identify touch points with other functions/vectors outside of your strategic vector. How much value does each touch point add to the decision making process? Keep challenging why we do what we do today, looking beyond symptoms (effect) for root causes. Which steps or touch points could be eliminated, reduced or reallocated to a more effective or efficient function or teammate? Are we missing touch points that could improve the effectiveness or efficiency of our decision-making? Seek cross-functional feedback to complement your thinking and augment potential blind spots.
7. Identify capabilities or skills we possess that are strengths we can lean on and leverage to get better.
8. What capabilities or skills need to be built or elevated to improve the effectiveness and efficiency of our decision-making, workflow, and the quality of our work?
9. Now, step back and examine your current organization today. Seek inefficiencies in the way we currently work in light of steps 1 thru 8 above. Also, where do we need to improve our capabilities or invest resources to raise our game?
10. With this as your springboard, design at least one alternative organization structure that could help your organization improve your ability to deliver your stated purpose and promise that you make to your customers, and help you achieve the goals you've identified in our strategic plan. Once designed, draft the unique responsibilities and value-add for each function and role, highlighting changes versus the existing structure and roles.

11. Finally, test-drive the new organizational structure(s) and roles by repeating steps 5-8 above, and iterate modifications to improve the structure and roles further. Keep an eye out for hidden processes that would have to be changed to avoid something important slipping between the cracks once you transition into execution.
12. Assess your current talent, and deploy everyone where they add the most unique value by leveraging their strengths. Ensure that difference-makers are differentiated and stretched. Use this as an opportunity to either commit to developing weaker talent, or outplace them gracefully.