

# APPENDIX 3

## Outputs from OPTIMAL Way

Step	Outputs
Outline the brief	<p>Programme leadership:</p> <ul style="list-style-type: none"> <li>● Programme sponsor, senior HR leader and the commissioner</li> </ul> <p>External organization insights</p> <p>Design brief:</p> <ul style="list-style-type: none"> <li>● The shared understanding of the design and programme context</li> <li>● Strategic statements</li> <li>● Annotated target capabilities</li> <li>● Programme brief</li> </ul> <p>Working papers:</p> <ul style="list-style-type: none"> <li>● From the individual interviews – multiple perspectives on the programme and design context</li> <li>● A 'chorus of voices' collating key areas from the individual interviews</li> </ul>
Pull together the programme	<p>Design programme leadership and team:</p> <ul style="list-style-type: none"> <li>● Programme leader, design leader, specialist representatives and steering committee</li> <li>● Optionally, design authority and business user group</li> </ul> <p>Programme management systems and environment</p> <p>Other programme workstreams (as required)</p> <ul style="list-style-type: none"> <li>● Cultural assessment (optional)</li> </ul> <p>Design workstream:</p> <ul style="list-style-type: none"> <li>● Knowledge from past organization design work and programmes</li> <li>● Organization design model: the Compass and how it will be used</li> <li>● Design process: the OPTIMAL Organization Design Approach and how it will be used</li> <li>● Toolkit: including methods, tools and techniques</li> <li>● Training materials on organization design, models, process and design brief</li> <li>● Training materials for methods, tools and techniques</li> </ul> <p>Programme definition and plan</p> <p>Steering committee pack</p>

Step	Outputs
Take stock of the change required	<p>Working papers from capturing the evidence base:</p> <ul style="list-style-type: none"> <li>● Master prompt list for establishing the evidence base</li> <li>● Tailored prompt lists for establishing the evidence base</li> <li>● Meeting, workshop and discussion group notes</li> </ul> <p>Current and future state:</p> <ul style="list-style-type: none"> <li>● Evidence base <ul style="list-style-type: none"> <li>– A summary of key evidence</li> <li>– A detailed evidence-base</li> </ul> </li> <li>● Current state characteristics</li> <li>● Future state characteristics</li> </ul> <p>Lessons from other organizations</p> <p>Analysis of change required:</p> <ul style="list-style-type: none"> <li>● Gap analysis</li> <li>● Radar chart of change required</li> </ul> <p>Direction for the design programme:</p> <ul style="list-style-type: none"> <li>● Heat map of change required</li> <li>● Change specification: showing what the programme should change and what should remain</li> <li>● Updated programme definition and plan (and supporting documents)</li> </ul> <p>Steering committee pack</p> <ul style="list-style-type: none"> <li>● Working papers from assessing the direction and extent of change: <ul style="list-style-type: none"> <li>– The current and future organization plotted on:</li> <li>– The environmental complexity and stability framework</li> <li>– The work standardization framework</li> <li>– The classification of operating mechanisms framework</li> </ul> </li> <li>● Workshop outputs</li> </ul>
Identify the assessment criteria	Design principles and criteria marking scheme

Step	Outputs
Map the design options	<p>Design concepts (detailed in Appendix 4)</p> <ul style="list-style-type: none"> <li>● Completed design option alignment grids</li> <li>● Insights for more detailed design work</li> </ul> <p>Concept level working papers:</p> <ul style="list-style-type: none"> <li>● Lists of work process identified</li> <li>● Notes from discussions</li> </ul> <p>Design outlines (detailed in Appendix 4)</p> <ul style="list-style-type: none"> <li>● Completed design option alignment grids</li> <li>● Insights for more detailed design work</li> </ul> <p>Outline level working paper:</p> <ul style="list-style-type: none"> <li>● Draft versions of activity maps</li> <li>● Reasons for changes to activity maps of key work processes</li> <li>● Any assumptions surfaced in challenging and refining the activity maps</li> <li>● Any viable alternatives to the activity maps and the reasons for your choice</li> </ul>
Assess the alternatives	<p>Design concept-level assessment:</p> <ul style="list-style-type: none"> <li>● Design option evaluation score sheets (one for each design concept)</li> <li>● Design options evaluation summary for design concepts with commentary</li> <li>● Recommendations of options to pursue further or variations to consider</li> </ul> <p>Design outline level assessment:</p> <ul style="list-style-type: none"> <li>● Design option evaluation score sheets (one for each design outline)</li> <li>● Design options evaluation summary for design outlines with commentary</li> <li>● Steering committee pack for signing-off the optimal design</li> </ul> <p>Programme updates (as required)</p>

Step	Outputs
Lay out the way forward	<p data-bbox="362 220 793 250">Design blueprint (detailed in Appendix 4)</p> <ul data-bbox="362 255 817 285" style="list-style-type: none"><li data-bbox="362 255 817 285">• Completed design option alignment grid</li></ul> <p data-bbox="362 296 664 326">Implementation preparation:</p> <ul data-bbox="362 331 976 608" style="list-style-type: none"><li data-bbox="362 331 976 396">• Gap analysis of current organization versus the optimal design blueprint</li><li data-bbox="362 402 876 467">• Task list of what is needed to create the new organization</li><li data-bbox="362 472 911 538">• List of remaining design tasks to be done during implementation</li><li data-bbox="362 543 876 573">• Advice on pacing and sequencing of changes</li><li data-bbox="362 578 782 608">• Advice on implementation approach</li></ul> <p data-bbox="362 619 793 649">End of design phase programme review</p> <p data-bbox="362 659 852 689">End of design phase steering committee pack</p> <p data-bbox="362 700 535 730">Working papers:</p> <ul data-bbox="362 735 793 802" style="list-style-type: none"><li data-bbox="362 735 793 765">• Process/activity characteristics charts</li><li data-bbox="362 770 593 802">• Workshop outputs</li></ul>