## INDEX

NB: page numbers in *italic* indicate figures, tables or tools

Alexander, C 20	British Petroleum (BP) 15, 85 see also
Alva Noto 166	disasters
archetypes see organizational archetypes	Bryan, L L 13
assessing the alternatives 178–89	Burke, W W 21
assessing design options against design	Burke-Litwin model 21–22
criteria 180, 180–84	business leadership 102-03
choosing between design options 185,	business re-engineering 15
187, 185–87	8
conclusion 189	Campbell, A 60
OPTIMAL programme	capabilities 85, 86, 87
considerations 187–89	core 85
at concept stage 187–188	delivery 85
and confirming optimal design at	enabling 85
outline stage 188–89	of leadership 85
	_
outputs produced as basis for	strategy 85
buy-in 189	target 87, 88
design concept level assessment 189	capability maturity 241-47, 252 see also
design outline level assessment 189	design maturity
programme updates (as required) 189	assessing 243–44, 243, 244
assessing capability maturity level of an	case example for 245–47, 246
organization over time see	and assessing design maturity 247, 250,
capability maturity	252, 248-49, 251 see also design
Astra Zeneca 63, 156	maturity
Athos, A 21	focuses on outcomes 241
	framework for assessing 242
Barclays Bank 96–98	how to assess 243-44, 243, 244
and work groups 193-94	and Software Engineering Institute
benchmarking 81, 123, 222	CMMI model 242
brief, the (and) 71–94	case study: Barclays Bank 96-98
clarifying terms of reference for 73–74	change management 3, 35, 36, 98, 101,
consultancy skills 73	110, 202, 204, 207
defining strategic statements 82-84	communities of practice 10, 15, 16, 25
tool for 83–84	Compass see Organization Design
defining target capabilities 84-85, 87,	Compass
86, 87, 88	conscious choice see assessing the
distilling strategic intent and framing the	alternatives
brief 82–87, 88	consultancy skills 73, 101, 253-54
insights from other organizations	Crupi, J 99
81–82	1 70
leadership roles needed for 72–74	da Vinci, L 36
OPTIMAL programme considerations	definition(s) of
88–93 see also main entry	design 11
understanding context for design and	organization 10
change 74–81, 76, 78–81	Delphi techniques 222
interviews and group exercises for	design integrity 211–18 see also
76–77	Organization Design Compass
tool for 77–78	and HR 213
1001101 // /0	und 1110 - 210

maintenance of 212-18	facilitates communication 143
and roles/responsibilities of a design	increases chances of stakeholder buy-in
authority 214-15, 217-18,	143
216–17	and marking 144
design maturity 242	provides focus 142
assessing 247, 250, 252, 248–49, 251	provides measures of success 143
design options in uncertain environment,	reduces impact of preconceptions of
choosing between 228–40 see	outcome 142
also scenarios	speeds up design process 143
design outputs by level and Compass	evidence bases 77, 117–22, 132, 133, 206
segment with examples of	building and establishing 118-20,
implementation tasks 264–68	120–22
design team, identifying and	and evidence-based techniques 118
resourcing 100–102	uses of 119
design to implementation, transition	external environment 21–22, 199, 224
from 202–03	pressures/changes from 16
by collating design documentation 203	pressures, enanges from 10
by learning from design phase 202–03	frameworks for understanding
and transitioning design team 203	organizations/designs 62–67
developing the design blueprint (by) 191–98	and classification of operating
compiling and aligning blueprint	mechanisms 66–67
197–98, <i>198</i>	environmental complexity and
defining work groups 193–94	stability 62–64, 64
describing operation mechanisms/	work standardization 64–66, 65
information flows 193	work standardization 04-00, 03
finalizing work processes 191–92,	Galbraith, J 20, 21
192–93	Gandhi, M 106
identifying work groups 194–96	gap analysis 124, 132, 137–40, 198, 205
preparation for appointments to key	Gill, D 152
positions 197	Girod, S 15
role definitions for work groups 197	Godin, S 153
disasters	Google 118, 224
Buncefield Oil Storage Depot explosion	Goold, M 60
(2005) 146	growth 14, 16–17, 42, 83, 129, 220
Gulf of Mexico oil spill/Deepwater	
Horizon rig 15, 85	Hambrick, D C 15
Disney, W 94	Henderson, A 15
Douglas, D W 112	human resources (HR) 15, 17, 22, 73, 85,
Downey, D 21	101–02, 105, 109–10, 123, 166–67,
Drucker, P F 14	170, 173, 197, 202, 204, 206,
Dudley, B 86	213, 222 see also Barclays Bank
•	leaders/leadership 72, 93, 96, 98,
environmental complexity and stability	99–100, 102, 109, 131
framework 63-64, 64, 132	planning 221
environmental stability 63, 224	programme for culture change 201
essential building blocks 38–67	and Reorganising for Success: A survey of
frameworks for understanding	HR's role in change (CIPD, 2004)
organizations/designs	33
see main entry	
organizational archetypes see main entry	identifying assessment criteria (and/by)
evaluation scheme 142–44	141–52
allows rational discussion and decision-	defining design principles and criteria
making 142	148, 148–50, 151 see also tools
delivers best-suited design 142	design principles for selected organization
ensures alignment and trade-offs 142	types 146–47, 146–47

evaluating using design principles and criteria 142–44, 144–45 see also	Leavitt's diamond 20–21 Litwin, G H 21
evaluation scheme	Lutyens, E 72
OPTIMAL programme considerations	M.I. D. 116
151, 152	Mahoney, D 116
interviews 76–77, 93, 120, 203 and discussion groups/	maintaining design integrity over time 211–18, 216–17 see also design
workshops 108–09, 202	integrity
implementation, preparing for (by) 198–	mapping the design options (by) 153–77,
202 see also Organization Design	154
Compass	developing design outlines (by) 166–77
advising on implementation approach	compiling and aligning design
201–02	outline 177
taking stock of change required	developing structure in more
198–99, 198	detail 170, 172–73, 170–72
pacing and sequencing design aspects of the change 199–200, 201	exploring work in more detail 167, 170, 167–69
Jaques, E 226	shaping the Enablers 173–74, 175–76
Jasinski, T 9	generating design concepts (and)
Joyce, C I 13	155-66 see also Organization
Judd, H S 29	Design Compass
	bringing norms and behaviours
Kates, A 21	alive 161–63
Kelly, K 93	compiling and aligning design
Kettering, C 252	concept 163-64, 164-66
	developing design outlines 166–67
laying out the way forward 190–207	sketching out structure 158–60,
see also individual subject entries	159, 160–61
design to implementation, transition	understanding the work to be done
from 202–03	156, 158, 157–78
developing the design blueprint 191–98 implementation, preparing for 198–202	mergers/acquisitions 3, 16, 118 Nokia and Siemens 162
OPTIMAL programme considerations	Microsoft workforce numbers 219
204–05	Miller, D 15
and taking the OPTIMAL way	models
forward 206–07	Burke-Litwin 21–22
leadership 13, 14, 15, 85, 105	McKinsey 7-S 20, 21, 22
business 98, 102–03	of leadership style (MBTI) 163
change 109-10, 131	Requisite Organization 226
change in 16	
in consultancy 73	O'Donnell, Sir G 82
design 98-99, 100	operating mechanisms 25
HR 99, 109, 131	classification of 66-67
and management styles 28	operation, significant changes to 16, 18
programme 95, 98, 100	OPTIMAL Organization Design Approach
roles	23, 28–37, 30, 38, 39, 67, 71, 92,
multiple 96	95, 105, 115, 141, 155, 190, 205,
sponsor, commissioner and senior HR	233, 242, 243 see also evaluation
leader 72	scheme; OPTIMAL programme
strategic 9	considerations; OPTIMAL Way
and specialist representation 99 style, MBTI model of 163	and Organization Design Compass
style, MBTI model of 163 legal structure, changes in 16	conscious completion of steps in 35 and interpretation, adaptation and
Leavitt, H J 20–21	deployment 36
,, <i>J</i>	acro, mem oo

overview of steps in 31–32	goals and metrics 26–27, 247
and use of project management	governance 27
disciplines 33–36, 34	incentives and rewards 26, 247
using approval at each step 35	norms and behaviours quadrant 24,
OPTIMAL programme considerations	27–28, 75, 161–63
88–93, 109–15, 130–31, 151,	beliefs and values 27
152, 187–89, 204–05	norms 28
change leadership and other	styles and behaviours 28
workstreams 109–10, 110	structure quadrant 24, 25–26, 75, 156,
across change management 110	158–60, 159, 160–61, 197
in finance 110	resourcing 26, 247
in HR/Talent management/	roles and responsibilities 25–26, 247
Organization development	structure 25, 247
109–10	work to be done quadrant 24–25, 64,
change management 204	75, 120, 156, 158, 157–58, 197
confirming optimal design at outline	framework for examining 64–66, 65
stage 188–89	information 25, 247
establishing management systems and	operating mechanisms 25
programme environment 111–12	processes 24, 247
finance 204	organization design models 20–22
programme considerations at concept	Burke-Litwin 20, 21–22
stage 187–88	evolution of 20–22
human resources (HR) 204	Galbraith's Star Model 20, 21
risk 204	Leavitt's Diamond 20–21
setting out programme brief 88–89, 92,	McKinsey's 7-S 20, 21
89–91	in practice 22
	<u>*</u>
setting out programme definition and plan 112, 115, 113–15	organization designers, typical backgrounds of 258–59
taking the programme forward 92–93	organization team, skills required for
OPTIMAL Way 72, 103, 155, 229, 230,	253–57
233	organizational archetypes 38-62
designing the 33–36	cellular 62
documentation of steps of 203	customer or market 45–46, 46, 47–48
outputs from 260–63	customer-centrix 62
organization, size of see sizing an	front-back 62
organization	functional 39, 40, 41–42
organization design 9–18, 10, 108	geographical 42–43, 43, 44–45
considerations from perspective of 18	matrix 54, 55, 56–57
definitions of 10–12	multi-dimensional 62
drivers/triggers for 15–17	network 57, 59, 58, 59–60
reasons for 12–15	process 51–52, 51, 52–53
allows fulfilment of strategic	product 48–49, 49, 50–51
intent 14	structured network 60-61, 61
enables accountability 13	organizational purpose 18
helps with change 14–15	definition/redefinition of 16
impact on business performance 13	organizations
increased scrutiny 15	decision-driven 146
leads to significant returns 13	high reliability 146
translates strategy into action 14	and safety 146
theory 107–08	outlining your brief see brief, outlining the
Organization Design Compass 22–28, 23,	outsourcing 16
29, 37, 38, 105, 115, 117, 120,	
155–56, 200, 207, 247, 250	Pascale, R 21
enablers quadrant 24, 26–27, 64, 75,	PESTLE trend 230
175–76	Peters, T 21, 179

product lines 48, 62	secondary 123
changes to 16	sources for 123
project management disciplines/skills 29,	restructuring, organizational 15, 16
33–35, 34, 95, 101	risk 27, 99, 105, 111, 112, 163, 188, 191,
PMBOK 33	202, 204, 220, 234
PRINCE2 33	appetite 26, 131
pulling programme together 95–116	assessment 29
OPTIMAL programme considerations	management 85, 200, 240
109–15 see also main entry	Romano, B J 219
change leadership and other	, - ,
workstreams 109–10, 110	Saarinen, E 75
establishing management systems and	safety 112
programme environment 111–12	and high reliability organizations 146
set out programme definition and	scenario(s) 228–40
plan 112, 115, 113–15	building 230, 231–32
resourcing the programme (and) 96–103	key characteristics of good 229
see also case study: Barclays Bank	planning and testing 228, 229–30
aspects of leadership 96–100 see	testing 233–35, 239, 237–38, 238, 239
also leadership	workshop 234–35, 236, 235–36
ensuring business leadership to	thinking 228, 229–30
support programme 102–03,	and using scenarios before you design 232
104	and assessment of alternative designs
identifying and resourcing design	233–39
team 100–102	sizing an organization (and) 219–25, 227
putting programme and design	estimating size of workforce 221-22
leaders in place 100	growth 220
specialist representation 99–100	human resource planning 221
shaping your approach by 103, 105–09	importance of the right size 220–21
carrying out the design: methods,	meaning of size to the designer 219-20
tools and techniques 108-09	spans of control/number of layers
carrying out the design: models and	222–24, 226, 223, 225, 227
process 105–06, 107	and factors widening/narrowing
establishing programme backdrop	spans of control 224
103, 105	skills required in an organization team
getting programme team and	253–57
leadership ready 107-08	Smith, A 223
	strategic intent 1, 4, 5, 11, 14, 16, 18, 26,
regression analysis 222	27, 30, 64, 71, 74, 82–88,
Reorganising for Success: A survey of HR's	117–18, 130, 141, 148, 154, 162,
role in change (CIPD, 2004) 33	177, 189, 190, 200, 205, 206,
Requisite Organization 226	211–14, 228, 230, 241–42
research (on/by)	studies (on/by)
pairing operating mechanisms with	'Organising for Success in the Twenty-
structure (Woodward, 1963) 66	First Century' (2002-05), CIPD/
primary 123	Said Business School, Oxford 14
ratio of HR employees to total employees	Sunningdale Institute 247
(UK Civil Service Operational	sustained evolution 16, 17, 18
Efficiency Programme 2010) 123	
relationship between organization design	taking stock of change required (by) 117-40
and employee/customer	assessing direction and extent of change
satisfaction and financial	124, 128, 129, 130
performance (Capelle Associates	tool for 125–27
Inc, 2000) 13	building an evidence base 118-20,
report for Accenture Institute for High	133-36 see also evidence bases
Performance (Girod) 15	tool for 120–22

gap analysis for 137–40
learning from other organizations
122–24 see also research
OPTIMAL programme considerations
130–31
outputs produced 132
Taylor, F 20
toolkits 108–09
total quality management (TQM) 222

UK Civil Service *see also* research set of capabilities for 85

UK Government Cabinet Office 245–47 National Audit Office programme of capability reviews 245–46, 246

van der Rohe, LM 67

Waterman, R 21 Woodward, J 66 work groups 197, 194–96, 198 defining 193–94, 205 role definitions for 197 workforce planning approaches 221–22

The sharpest minds need the finest advice. **Kogan Page** creates success.

## www.koganpage.com

You are reading one of the thousands of books published by **Kogan Page**. As Europe's leading independent business book publishers **Kogan Page** has always sought to provide up-to-the-minute books that offer practical guidance at affordable prices.

