

A hand-drawn title card with a light blue shaded border. The text is written in a casual, hand-drawn style. The title is 'The Reframing Organisation Design Project', with 'Design Project' underlined with a wavy line. Below the title is the subtitle 'Building an internal capability and toolkit at the Transport Accident Commission', also underlined with a wavy line. At the bottom, the author's name 'LAUREN CARNEGIE AUSTRALIA' is written in all caps.

The Reframing
Organisation
Design Project

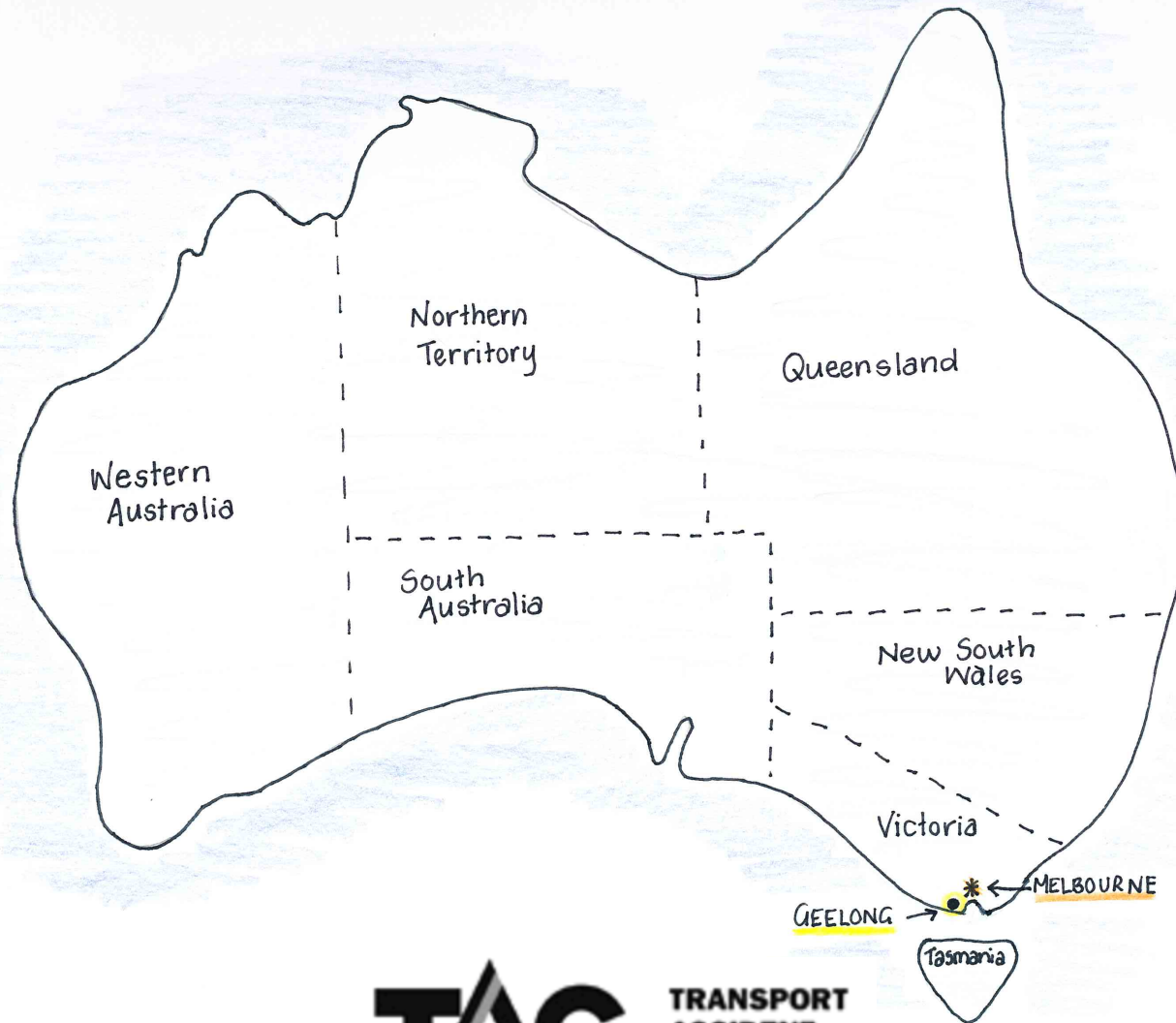
Building an internal
capability and
toolkit at the Transport
Accident Commission

LAUREN CARNEGIE
AUSTRALIA



- ① THE AUSTRALIAN CONTEXT
- ② THE TAC CONTEXT
- ③ GAINING MOMENTUM
 - KEY DECISIONS
 - PRINCIPLES
- ④ DOING THE WORK
 - PRINCIPLES IN PRACTICE
 - PROCESS & TOOLKIT
- ⑤ BRINGING OD TO LIFE
- ⑥ LESSONS LEARNT
- ⑦ DEVELOPING THE NEXT GENERATION

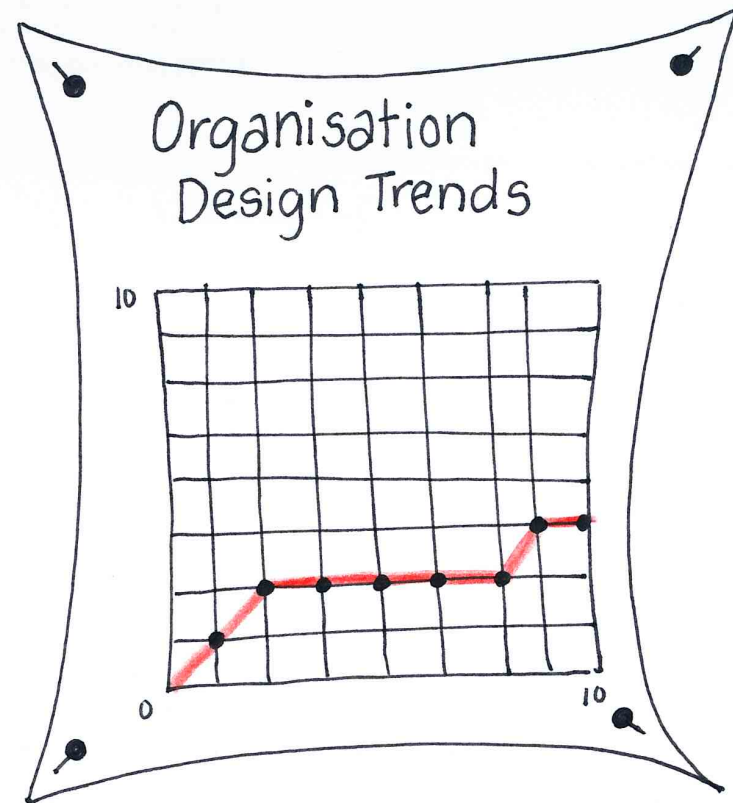
① THE AUSTRALIAN CONTEXT



TAC TRANSPORT
ACCIDENT
COMMISSION

🌀 THE AUSTRALIAN CONTEXT

- External consultants
- Not an internal capability
- Not identified in Australian Human Resources capability frameworks
- Limited education – academic vs practical
- Limited professional networks



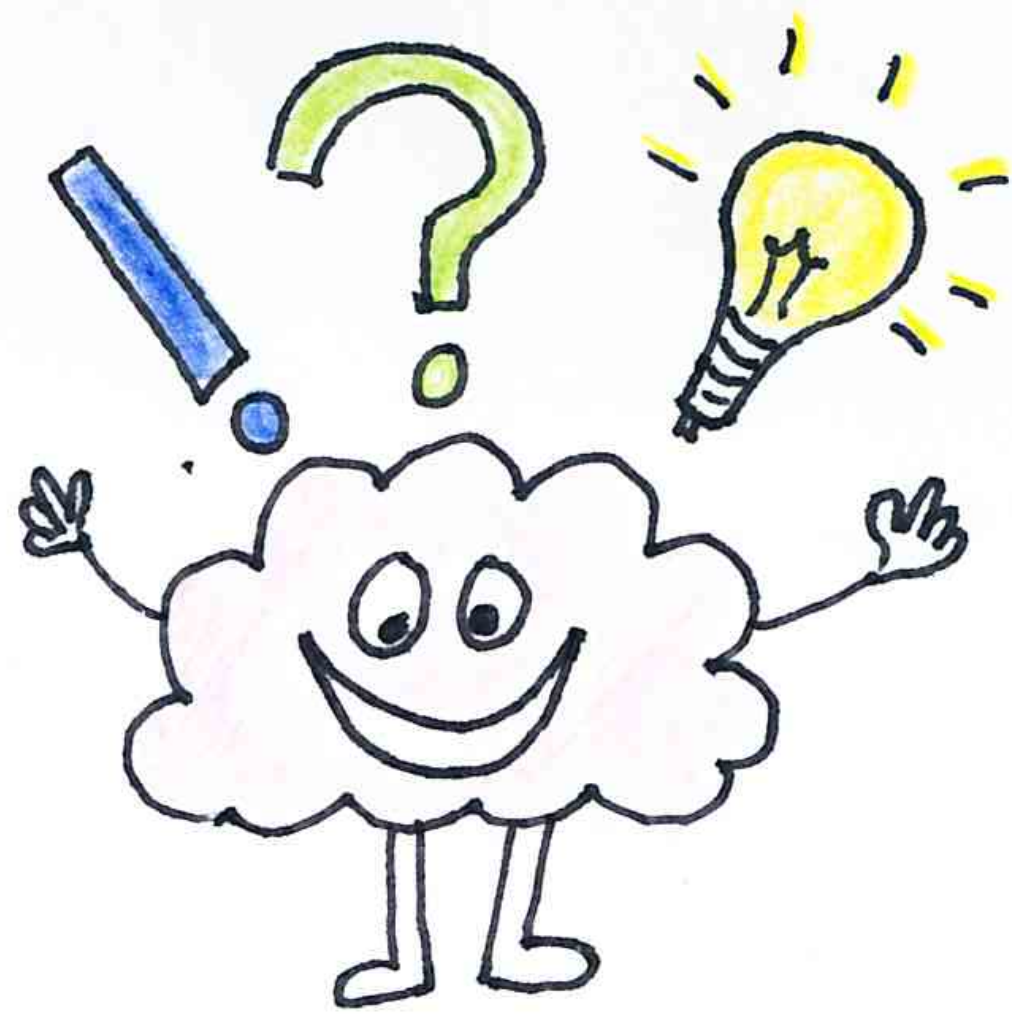
© THE TAC CONTEXT

OUR VISION
IS A FUTURE
WHERE EVERY
JOURNEY IS A
SAFE ONE

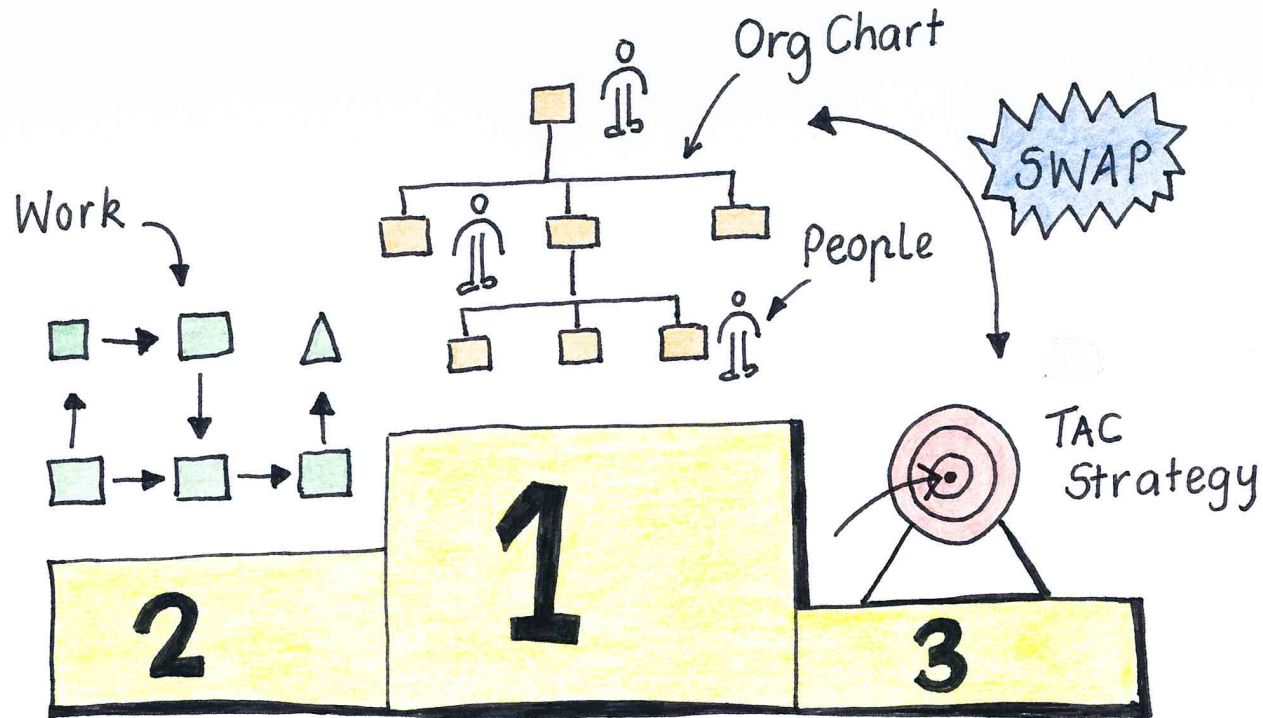
Our mission is to work with the Victorian community to reduce road trauma and support those it affects.



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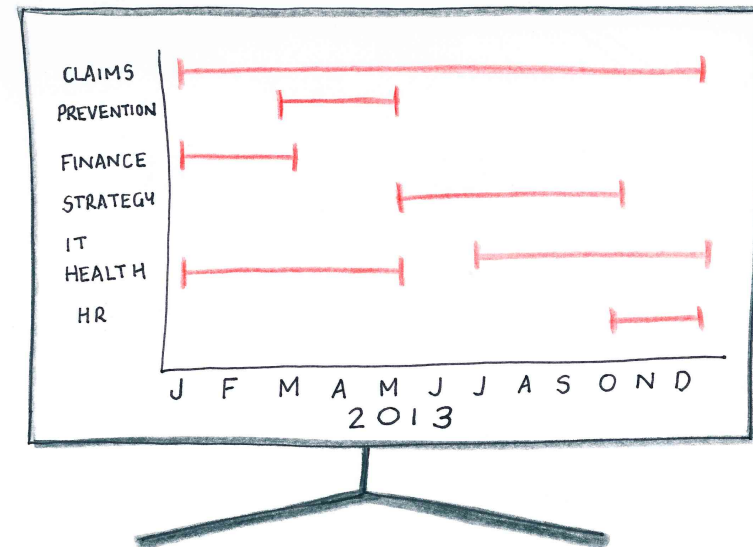


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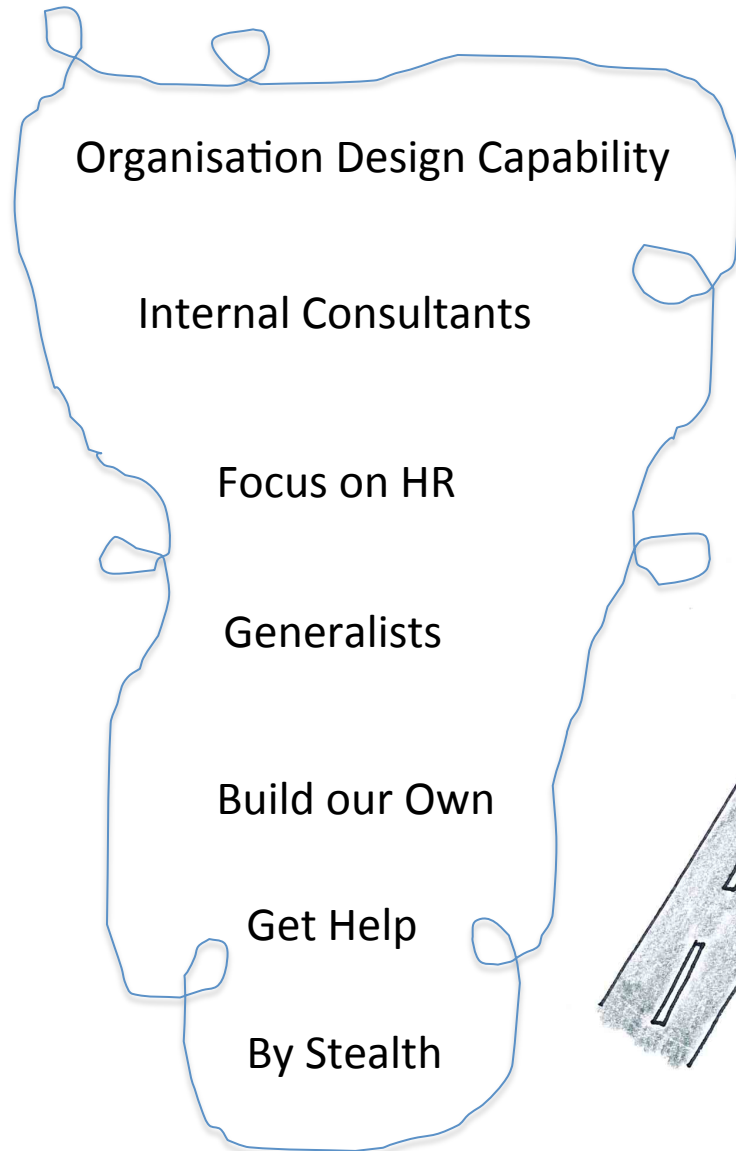


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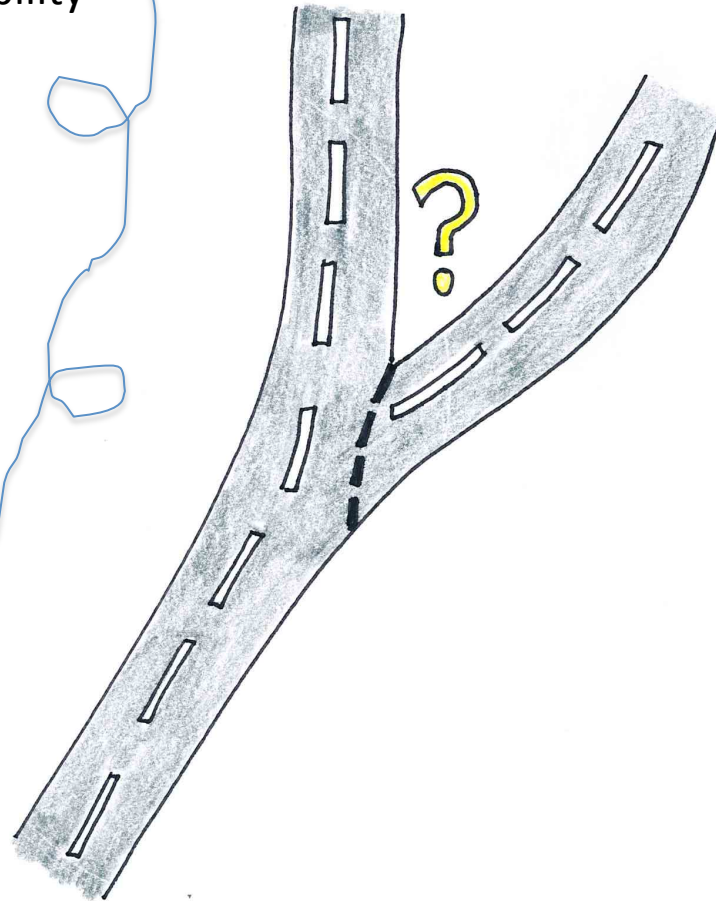
- Internally focused
- Within divisions
- External consultants – assess and design, \$\$
- HR Business Partners – implement
- Limited internal organisation design capability – assess and design
- No ‘how to’ organisation design process or tools



⑨ GAINING MOMENTUM



Polarity Decisions



Change Capability

External Consultants

Whole Organisation

Specialists

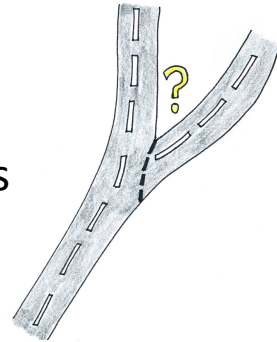
Buy One

Do It Ourselves

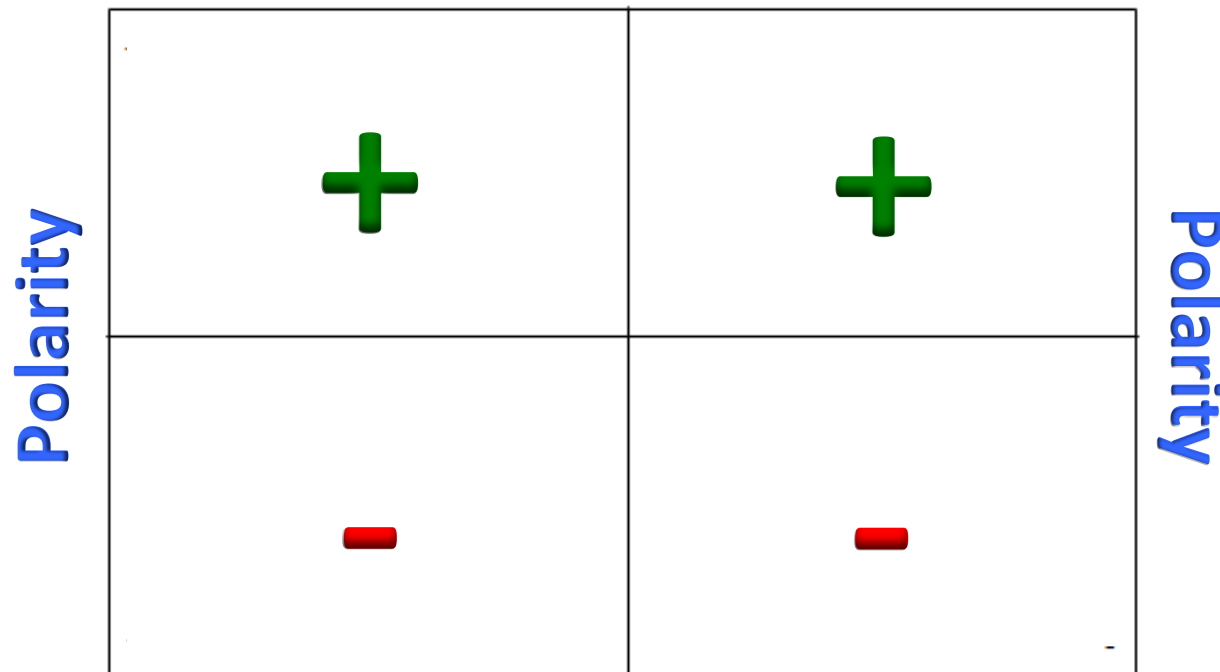
Sing from the Rafters

Group Discussion - The Polarities

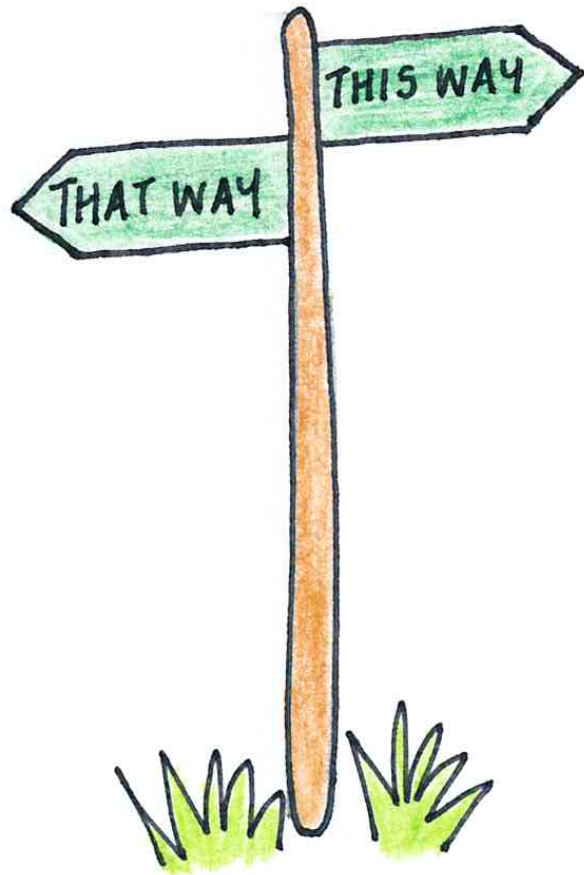
Internal Consultants



External Consultants



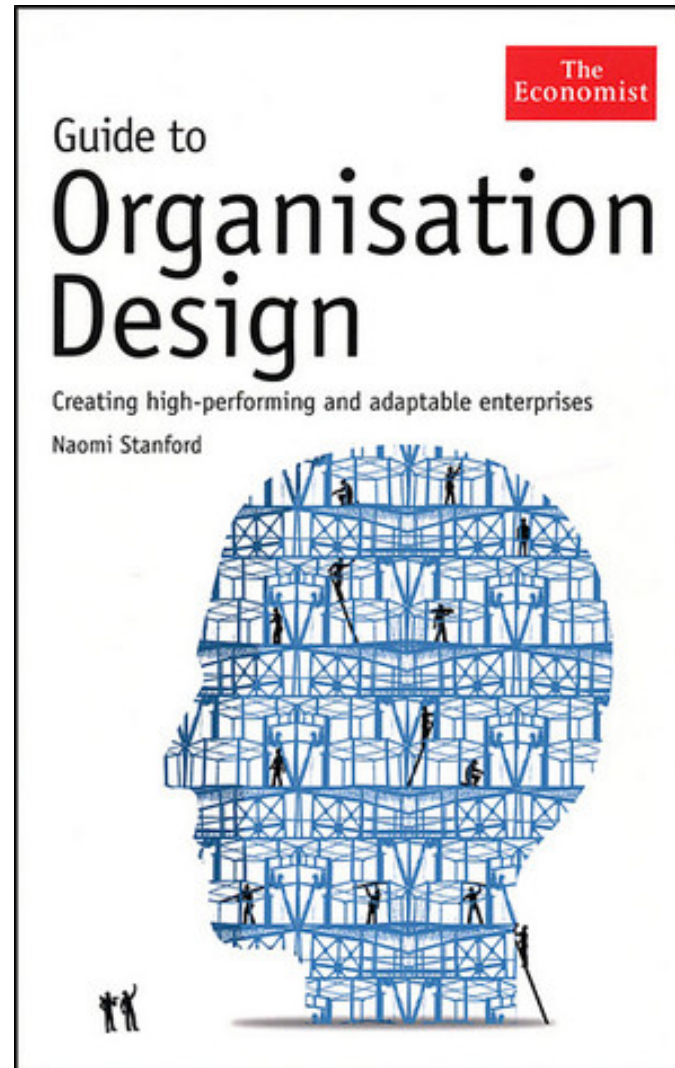
⑨ GAINING MOMENTUM



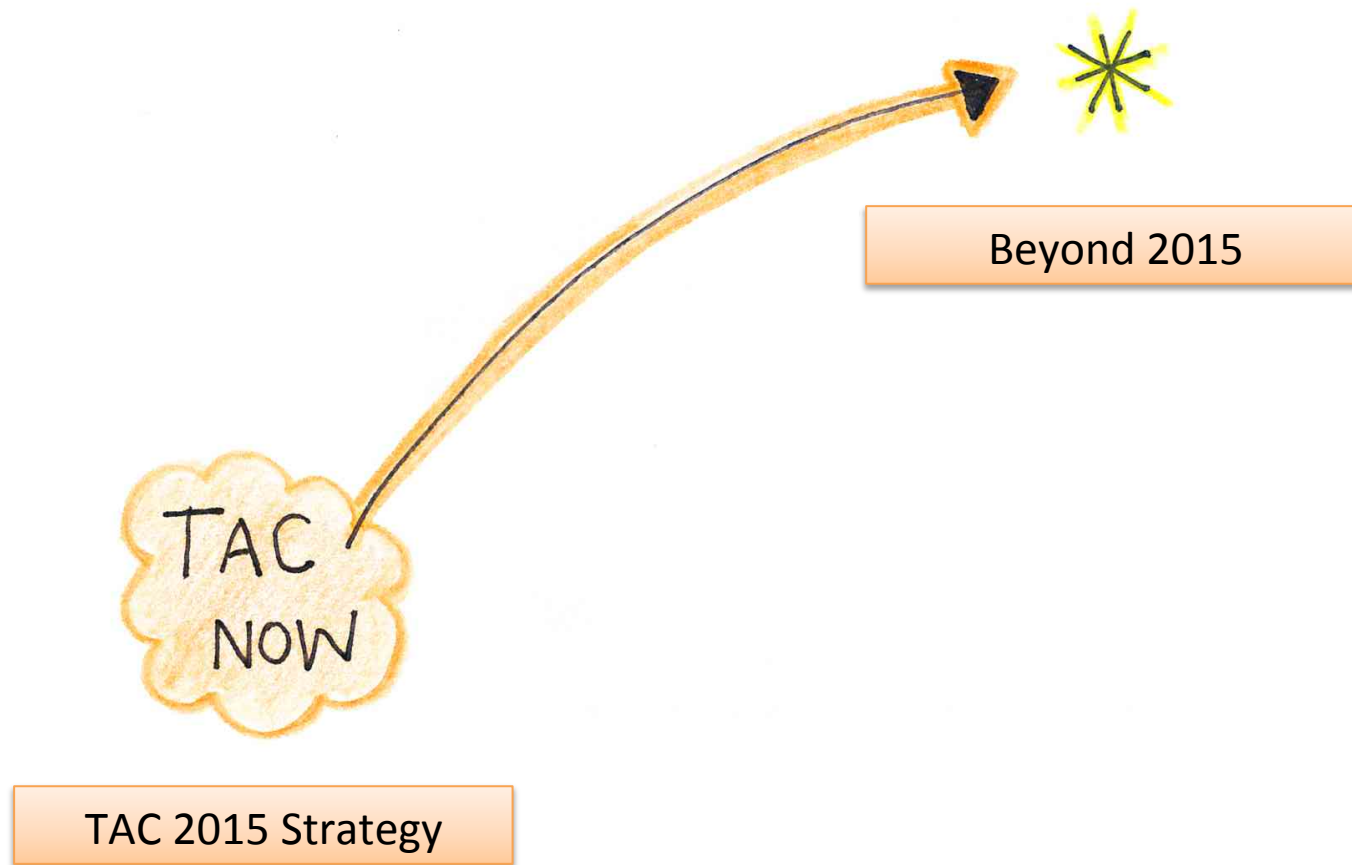
Principles

1. Balancing the needs of TAC now into the future.
2. Using common definitions, language and applying these consistently
3. Designing simple solutions
4. Taking a built and owned approach to design and engagement
5. Making learning accessible for everyone
6. Ensuring measurable outcomes

② DOING THE WORK

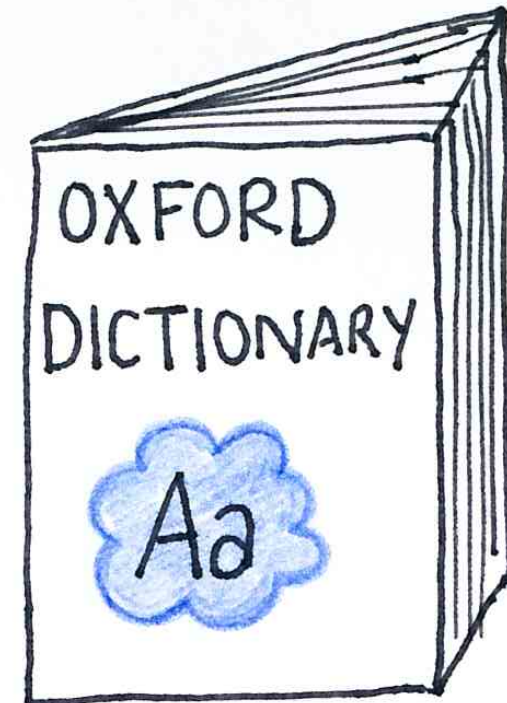


Principle 1. Balancing the needs of TAC now and into the future

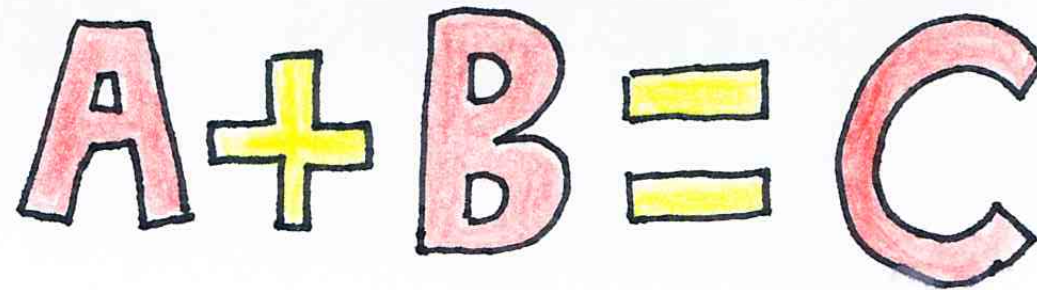


Principle 2. Using common definitions, language and applying these consistently

- Early definitions
 - “Organisation design is a set of design principles, a process and toolkit to assess, design, implement and evaluate structural changes”
 - “Organisation design is not boxology – the process of seeing organisation design only in the context of vertical structures or organisation charts”
- Current definition
 - “How TAC organises its people and work to deliver the business strategy”.



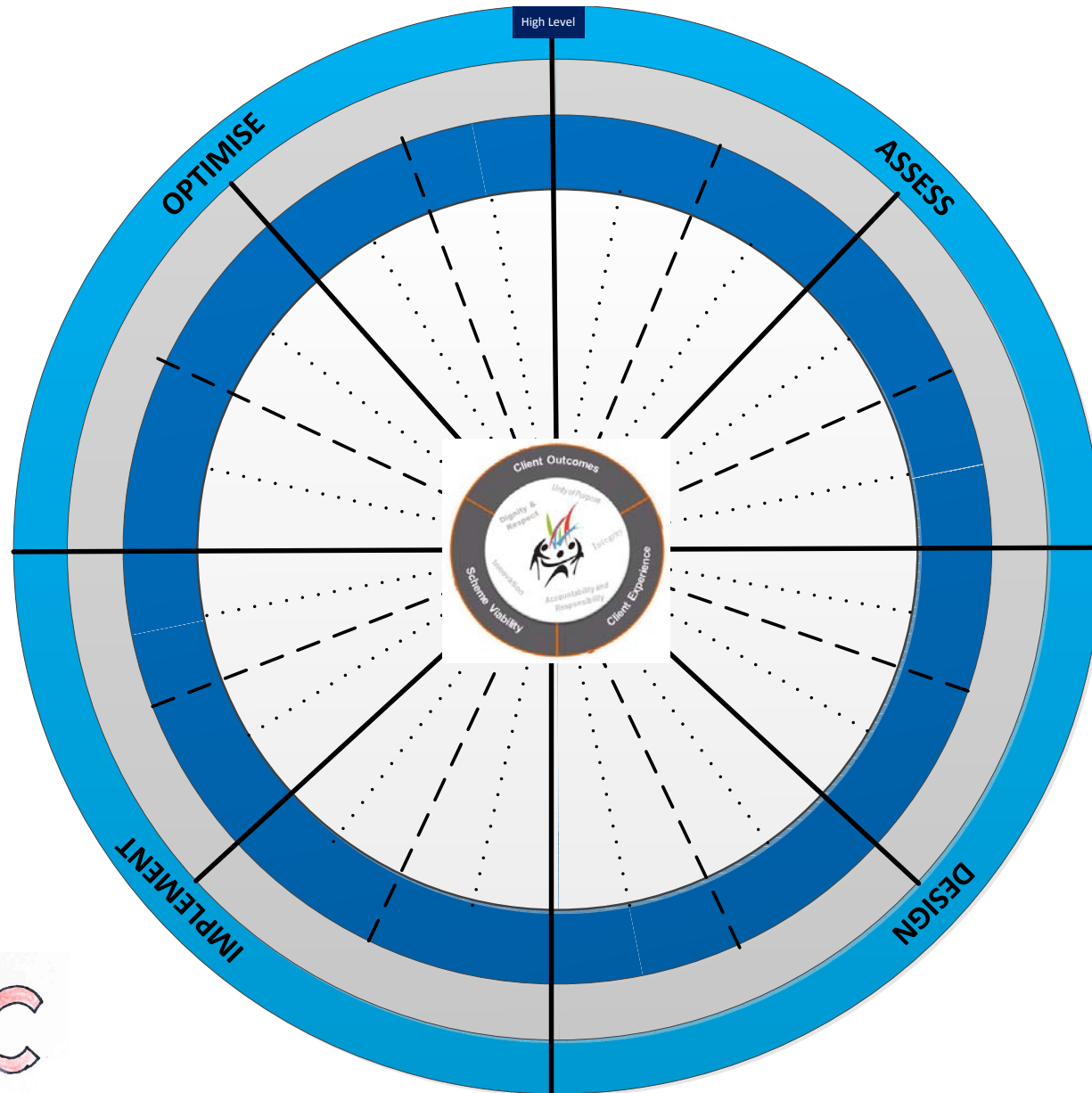
Principle 3. Designing simple solutions



A hand-drawn equation $A + B = C$ where the letters A, B, and C are pink with black outlines, and the plus sign and equals sign are yellow with black outlines. The equation is centered on a light gray background.

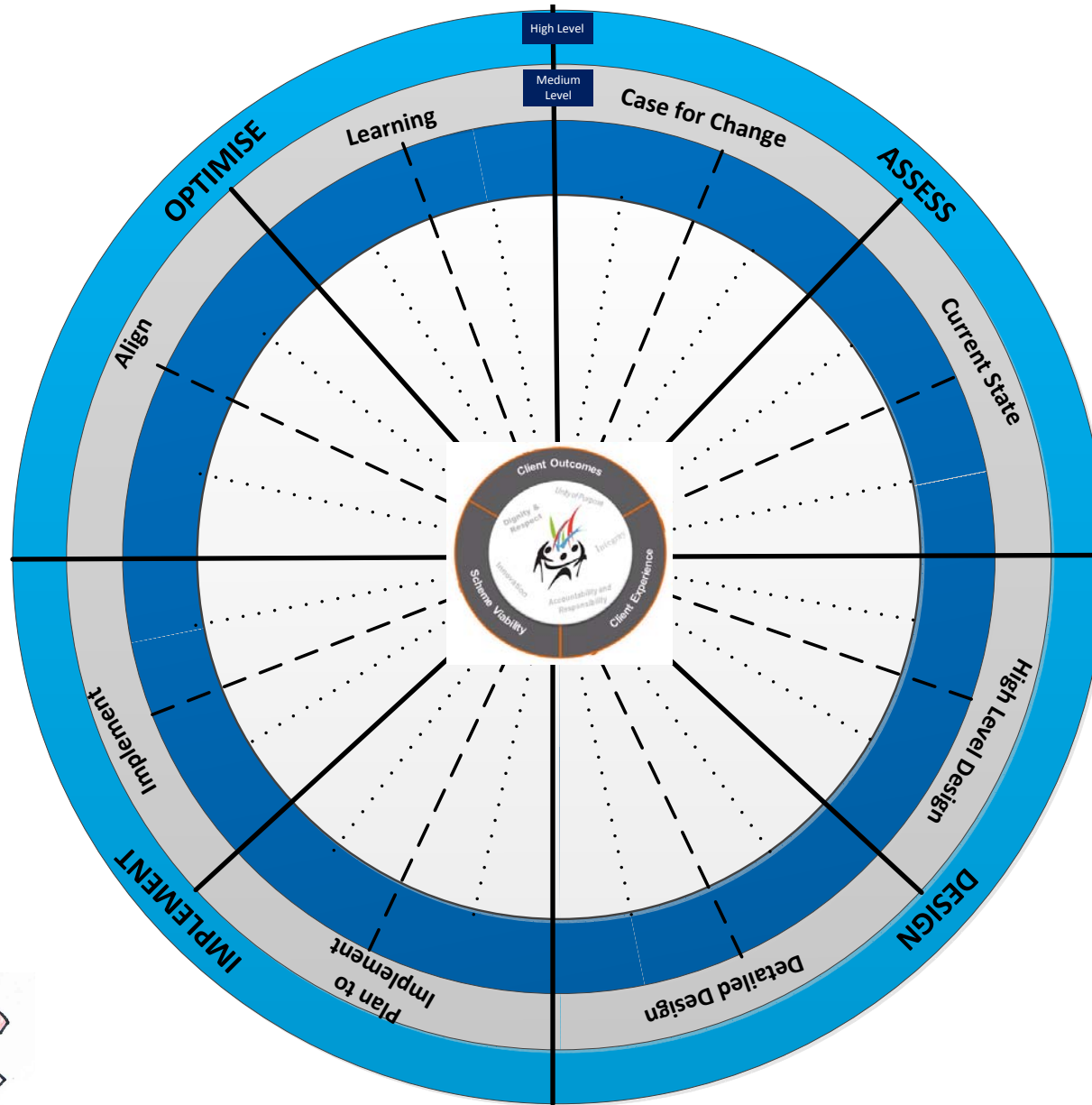
- Organisation Design Principles of Engagement
- Organisation Design Wheel
- Organisation Design Toolkit

TAC's Organisation Design Wheel



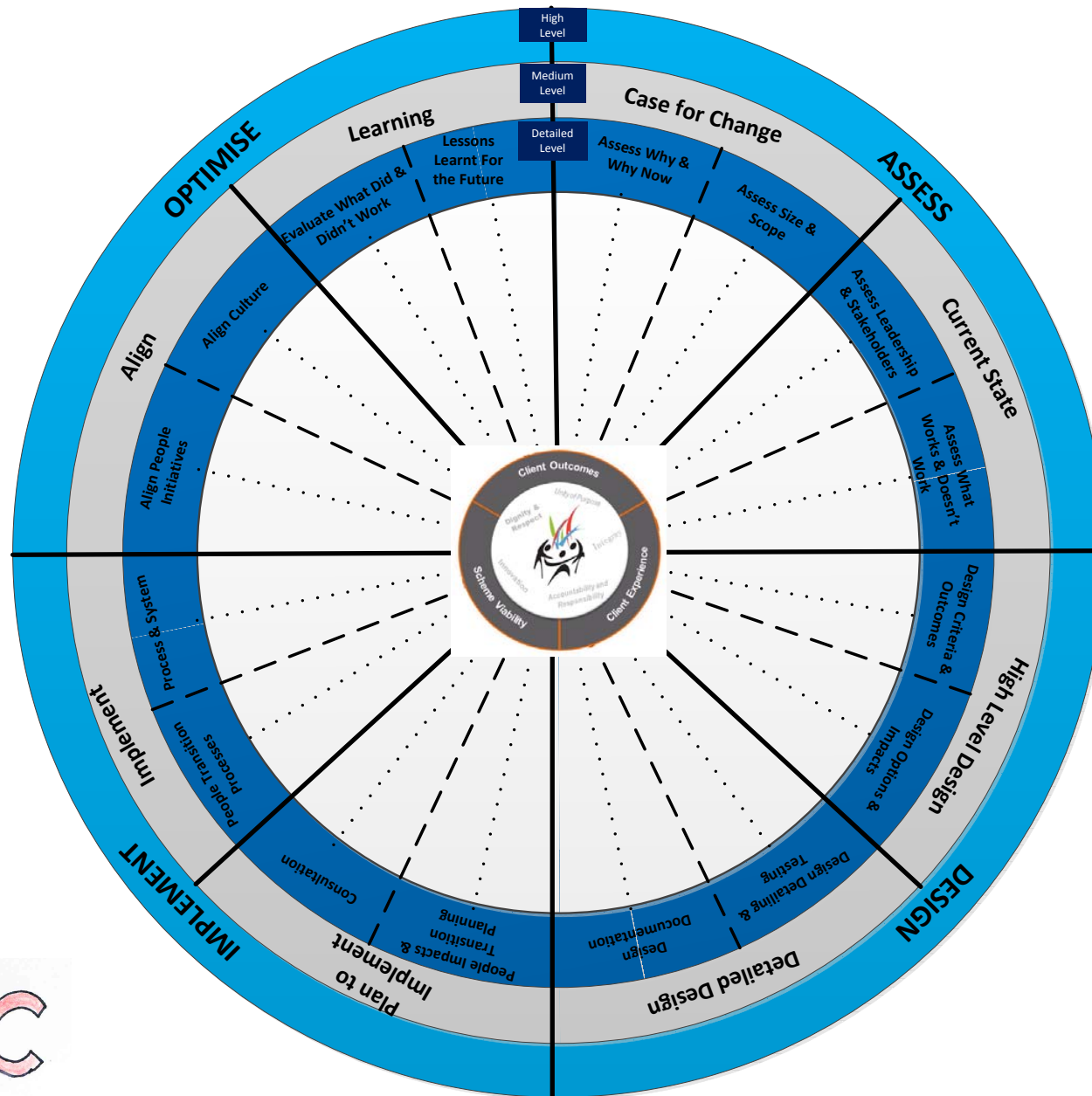
$$A + B = C$$

TAC's Organisation Design Wheel



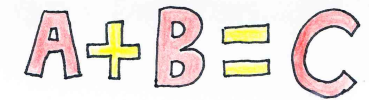
$$A + B = C$$

TAC's Organisation Design Wheel



$$A + B = C$$

TAC's Organisation Design Toolkit



Tool Name	Organisation Design Activity Charter	
Purpose of Tool	To provide a one page summary of the organisation design activity. To be completed (and agreed) with key sponsors and / or stakeholders prior to commencing an organisation design activity.	
Reference	CIPD Organisation Design Course, April 2013	
Created By & Date	Lauren Carnegie, 10/07/2013	
Complexity of OD Activity	Medium and High	
Notes for Use	<ul style="list-style-type: none"> • Use this tool after you have conducted your requirements gathering meetings with key organisation design activity stakeholders. • Populate the tool either during or after briefing depending on level of complexity and style of stakeholders. • When populating the document, capture any areas you are unsure of with a '?' and revisit and clarify stakeholder views at the next meeting. • Ensure through meeting one and two that the stakeholder is asked "what is missing". Clarify who to speak to (eg other claims areas) if the stakeholders are unsure of certain elements. 	

1. Business Outcome of Activity <ul style="list-style-type: none"> • <i>What is the business outcome of a successful organisation design activity?</i> • <i>How does this project contribute to the achievement of TAC's business objectives / strategy?</i> 	4. Scope <ul style="list-style-type: none"> • <i>What is in scope / out of scope?</i> 	7. Issues & Risks <ul style="list-style-type: none"> • <i>What are the key issues / risks that need to be considered?</i>
2. Activity Description / Objectives <ul style="list-style-type: none"> • <i>What is the presenting question to be answered / opportunity / problem we are trying to solve?</i> 	5. Activity Timing / Resources <ul style="list-style-type: none"> • <i>What is the timing for the activity?</i> • <i>What resources are available to do the activity?</i> 	8. Dependencies & Assumptions <ul style="list-style-type: none"> • <i>Are there any things that will impact on our ability to deliver the activity?</i> • <i>What assumptions are critical to the success of the activity?</i>
3. Activity Deliverable <ul style="list-style-type: none"> • <i>What is the deliverable?</i> 	6. Key Stakeholders <ul style="list-style-type: none"> • <i>Who are the key sponsor/stakeholders for the activity?</i> 	9. Next Steps <ul style="list-style-type: none"> • <i>What are the key activity steps that will be delivered?</i>



TAC Organisation Design Approach and Toolkit

Organisation Design Definition: How TAC organises its work and people to deliver the business strategy.

Principles of Engagement

- Focusing on the business outcome
- Partnering to make it happen
- Keeping it simple
- Being transparent
- Question, validate and challenge views

Benefits of Organisation Design

Strategic Alignment

- Realise a new business strategy / operating model / respond to the changing external environment

Work Organisation

- Determine the best way of organising activities to achieve desired outcomes
- Clarify accountabilities at all levels in the organisation, clarifying roles and responsibilities.
- Break down operational 'silos' and build horizontal connections across the organisation.

Operational Efficiency

- Eliminate inefficient ways of working across the organisation (gaps / overlaps).
- Achieve economies of scale by combining 'like' activities.
- Address the need to reduce costs.

To achieve these benefits, organisation design needs to be considered more than a purely structural response to trying to solve a business problem.

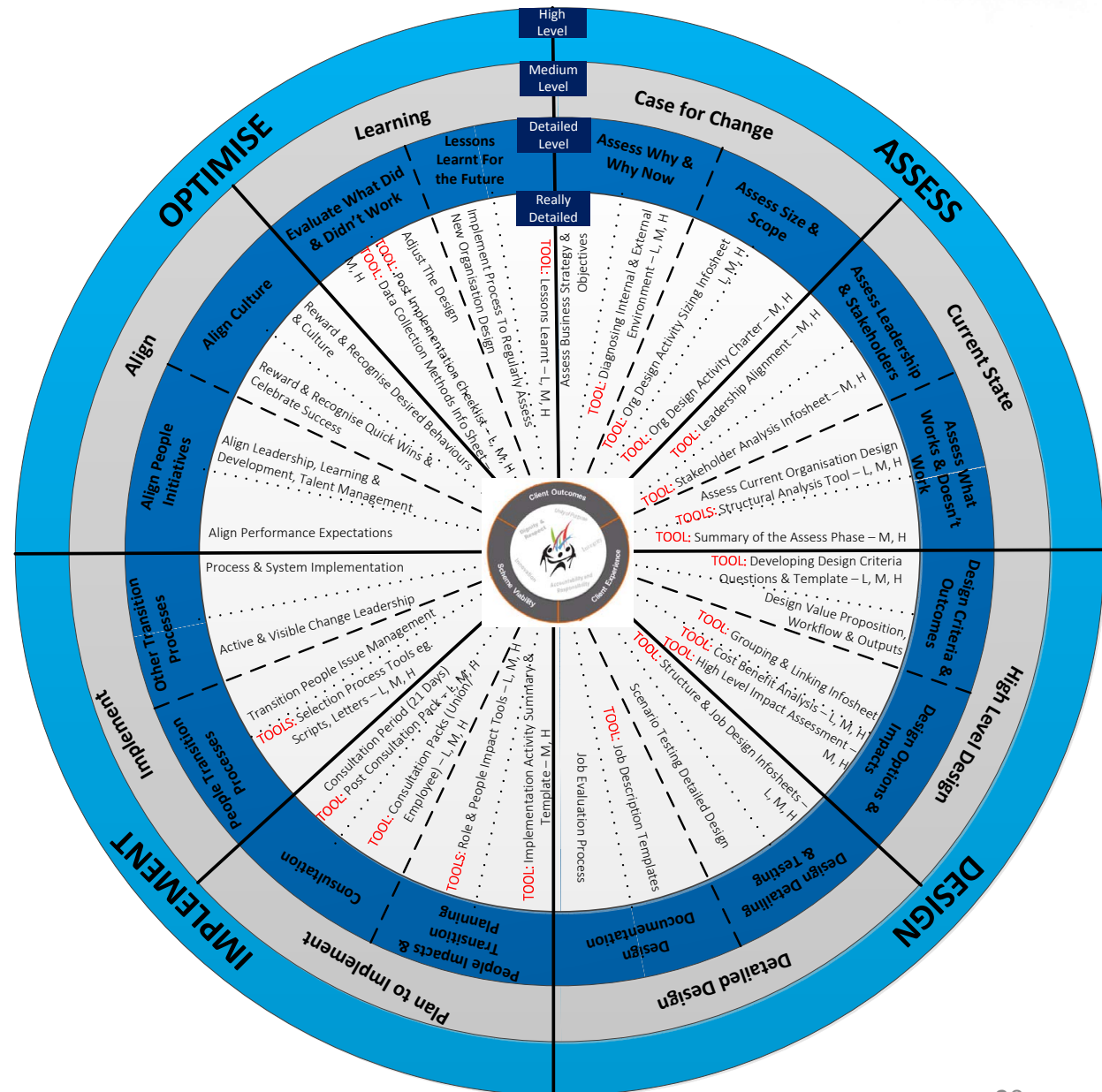
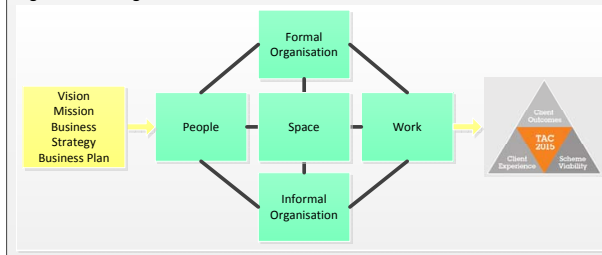
Organisation Design in Practice

- Design when there is a good business reason
- Develop options before deciding on the design
- Choose the right time to design
- Look for clues that things are out of alignment
- Stay alert to the external environment / future

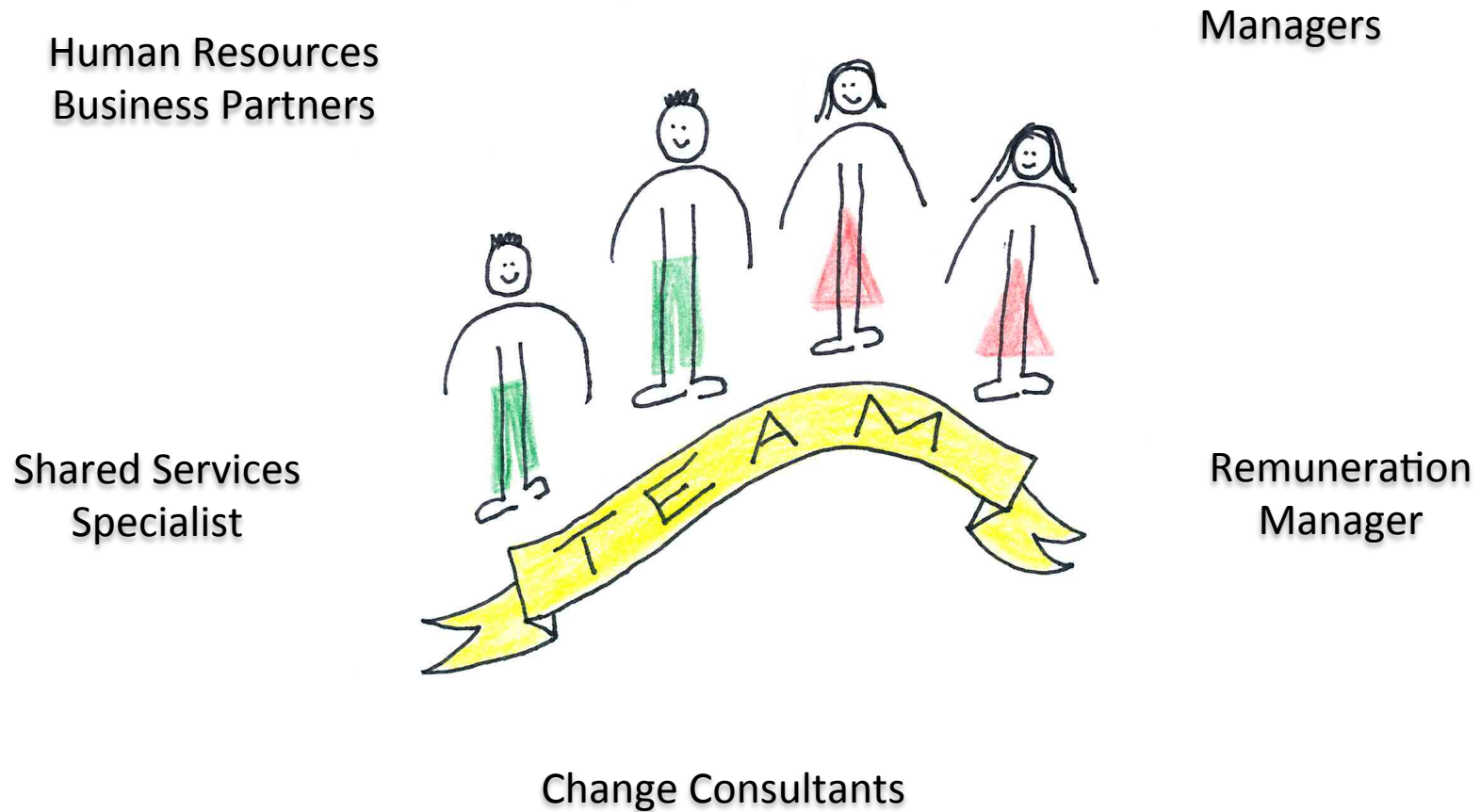
Roles & Responsibilities

- **Design Activity Sponsor** – Clarifies the strategic goals and drivers of the change, leads the design team and implementation of the change, makes final decisions.
- **Design Team** – Provides subject matter expertise in the build of the design, tests feasibility of the design, act as champions of the change.
- **Human Resources** – Guides the project sponsor and design team and acts as a consultant to the process, provides guidance on best practices, facilitates brain storming of options and consensus building, identifies risks and potential impacts of the change on people.

Organisation Design Elements



Design Principle 4. Taking a built and owned approach to design and engagement



Principle 5. Making learning accessible for everyone



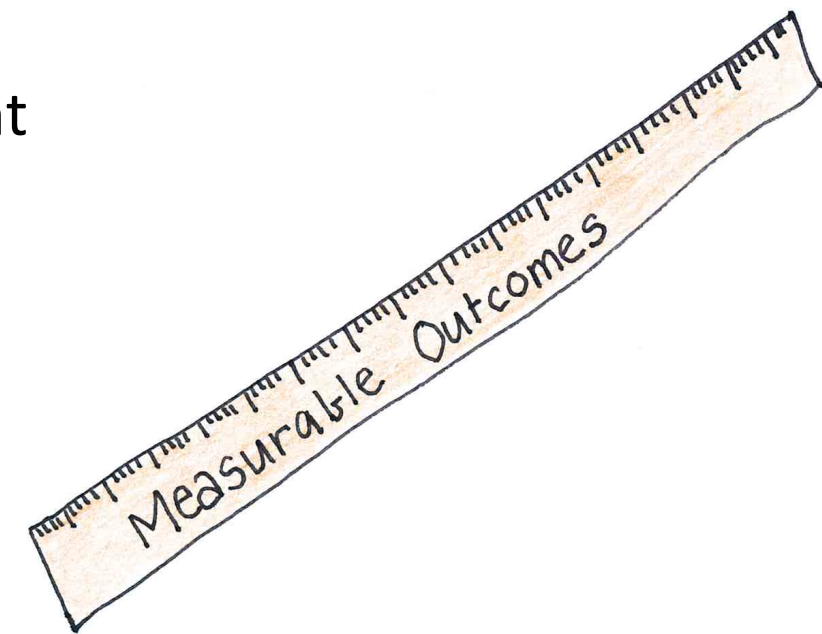
Practical
Experience
Testing &
Experimenting

Coaching Sessions &
Coaching Approach

Week Offsite
Organisation
Design Learning
Sessions

Principle 6. Ensuring Measurable Outcomes

- Decreased spend on external consultants
- Amy Kates Organisation
Design Capability Assessment
 - Before Offsite
 - 3 Months Post
 - 6 Months Post



BRINGING OD TO LIFE

- Business Outcomes
 - Internal consulting capability
 - Organisation Design Wheel and Toolkit
- Next Steps
 - Testing and reviewing the approach and tools
 - Next strategy development underway
 - Building leadership capability



LESSONS

LEARNT

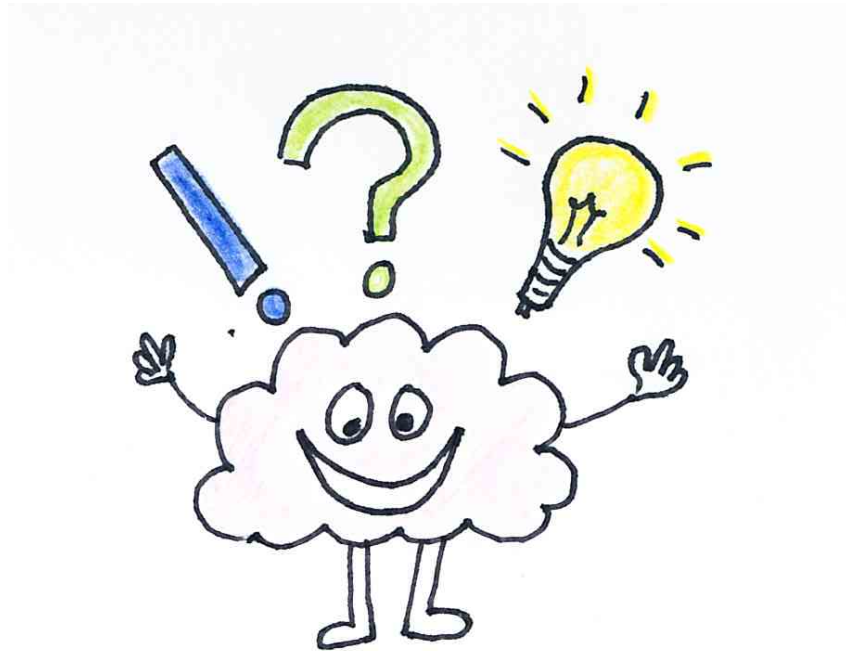
For TAC

- Sponsorship and understanding of the project
- External consultants as coach
- Be flexible
- Building and learning
- Keep it simple and practical
- It's a change!
- Adoption is individual
- Give it time

For Me

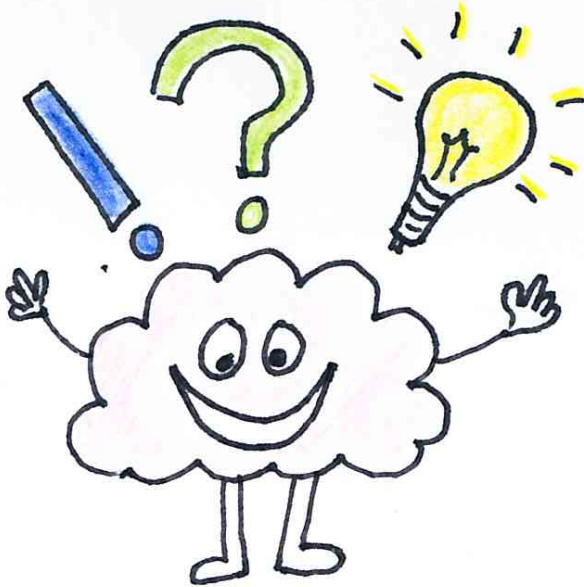
- Organisation and geographic boundaries
- Balance short and long term
- In service of?
- Seek to understand
- Continually adapt and learn
- Experiment and make mistakes
- Give yourself time

Group Brainstorm - Intriguing the Next Generation of Organisation Designers



- Who are the next generation organisation designers? (eg. are they recent graduates, HR professionals...?)
- What experience do they have?
- How are they being developed and supported?

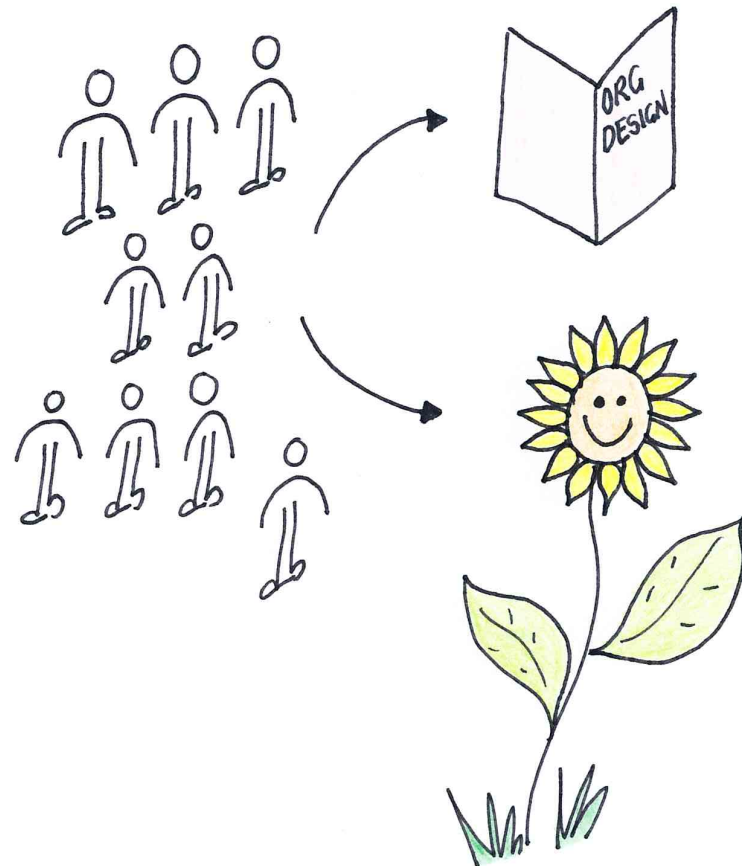
Group Brainstorm - Intriguing the Next Generation of Organisation Designers



- What is one thing, if you started it today, would make a difference to the next generation of Organisation Designers?

DEVELOPING THE NEXT GENERATION

- Positioning
- New Ideas
- How To
- Learning Opportunities
- Expertise
- Support Network





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