

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

