Work Design With a Wider Lens: Using Data to Compare Design Options with Greater Confidence

ODF 2026

TRUTH

The success of restructuring efforts has tripled in the last decade — yet even high performers leave 30% of their strategy on the table.

30%

gap between the full potential of the strategy
and what is delivered

89%

of organizations remain focused on traditional
hierarchical structures

Projects tinker with teams, layers, reporting and realignments rather than rethinking the work

Weddle, Mahadevan, Mygatt, Maxwell, Salo The new rules for getting your operating model redesign right McKinsey Quarterly, June 25, 2025

ALL STRUCTURE, NO WORK

Joseph & Sengul (2025) reviewed nearly 3 decades of organization design research and identified four distinct streams

CONFIGURATION

What shape should the organization take?

CONTROL

How should authority be distributed?

CHANNELIZATION

How should information flow?

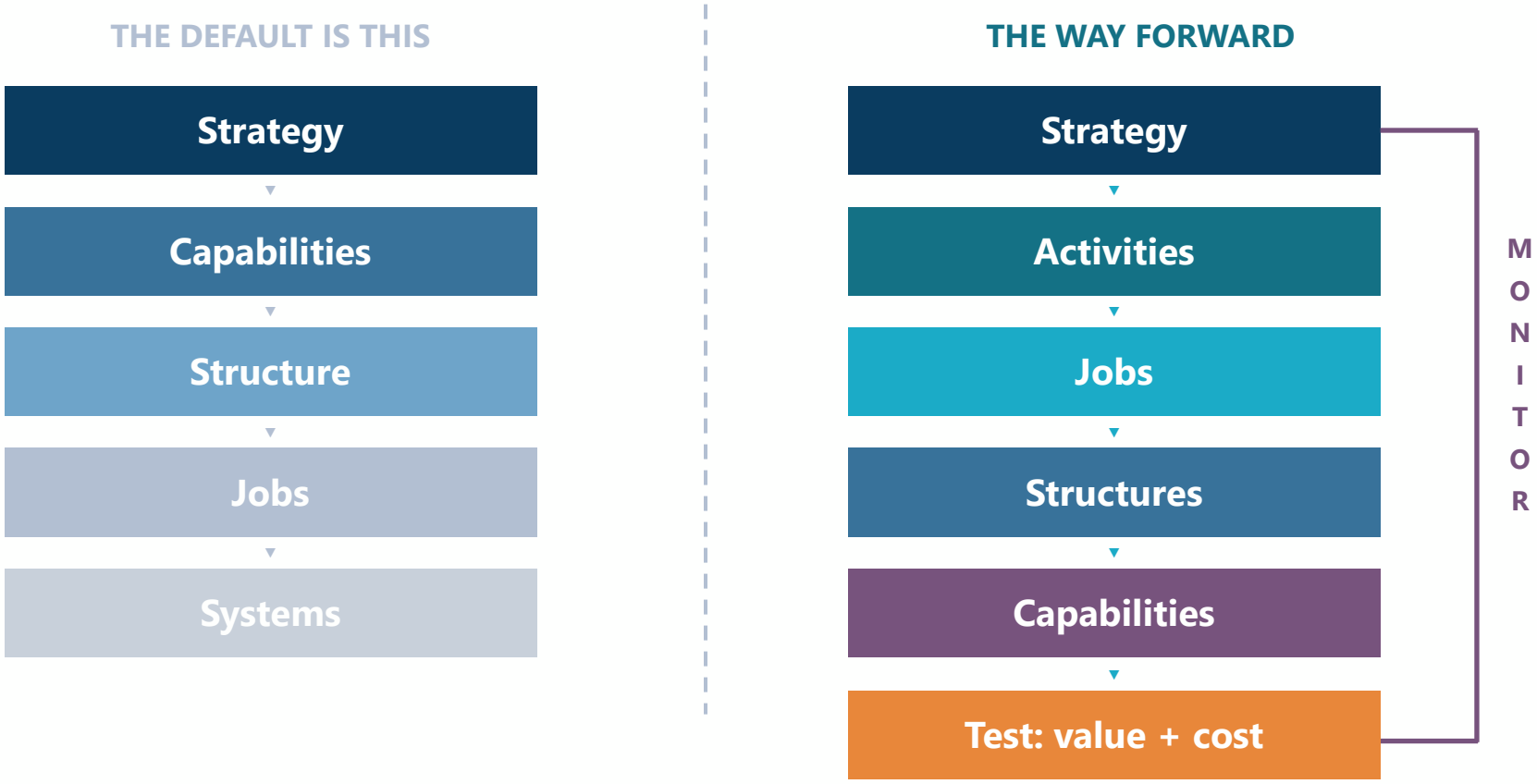
COORDINATION

How should units work together?

Four streams, four questions, four units of analysis

Joseph, J. & Sengul, M. (2025). "Organization Design: Current Insights and Future Research Directions," Journal of Management, Vol. 51 No. 1, 249–308.

RECORD SCRATCH



TECHNOLOGY OPENS DOORS

Technology enables us to use a different starting point.

Structure doesn't follow strategy

Structure constrains strategy, so redesigning from the structure is circular.

Joseph, Baumann, Burton, Srikanth (2018)

Structure constrains decision-making

The org chart is not neutral. It filters filters what you can see and what you you can do.

Joseph & Gaba (2020)

Activities are the alternative unit

Start from the activities — they exist regardless of structure, hold cost and value.

Joseph & Sengul (2025)

A work activity is discrete, observable, can be attributed to a position, measured in time, and exists independently of the structural container it sits in.

Joseph, J. & Sengul, M. (2025). "Organization Design: Current Insights and Future Research Directions," Journal of Management, Vol. 51 No. 1, 249–308.

OUTLINE FOR OUR TIME TODAY

An organization needs to move from where it is to somewhere better.

Our method starts from the unit of work and tests every design against value and cost first.

PART 1: SIGNAL

The opportunity — change the unit of analysis to activities

Sensing → Questioning

PART 2: EVIDENCE

How to build credible evidence

Choosing → Acting

PART 3: TEST

How to test to know if it will work, and keep it working

Measuring → Embedding

PART 4: MONITOR

How to sustain the design and detect drift before it compounds

Tracking → Adapting

PART 1

SIGNAL

Begin with activities

ACTIVITY ANALYSIS

Collecting the data that makes design decisions testable

A work activity is discrete, observable, can be attributed to a position, measured in time, and exists independently of the structural container it sits in

THREE COLLECTION PATHS

PATH 1: ACTIVITY SURVEY

Direct collection from participants

- 15–20 min per participant, 75–90% response rates
- 2–4 weeks with established taxonomy, 6+ from scratch
- Supporting work for framing: design input vs a performance audit
- Longer to deploy, higher precision on smaller data set, lower confidence level

AND/ OR

PATH 2: PLATFORM EXTRACTION

System-derived from platforms in use

- Jira, Salesforce, EHR, time tracking tools
- Passive extraction, no participant load, fast to deploy
- High-volume data on actual behavior; IT access governance is the real deploy risk

AND/ OR

PATH 3: PROXY FROM EXISTING DATA

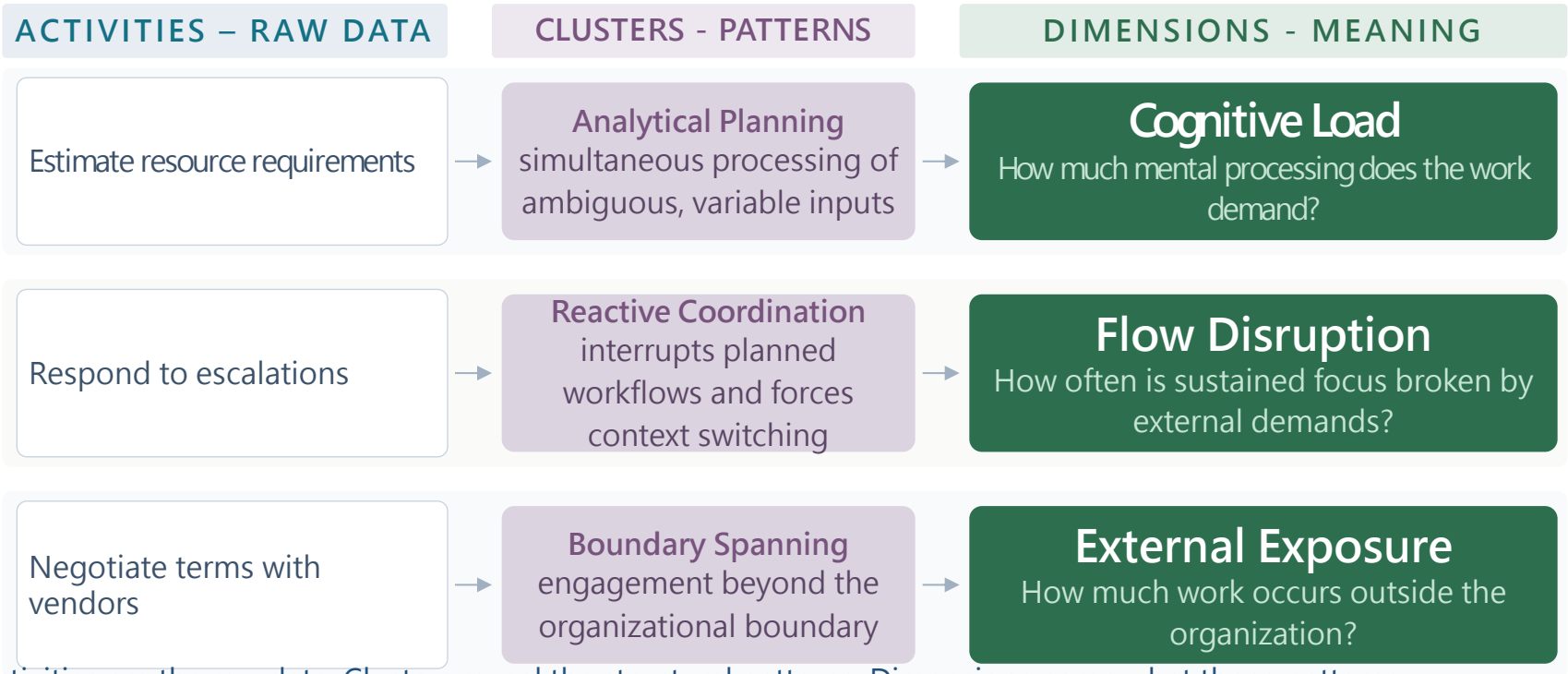
Derived from existing taxonomies and documentation

- APQC PCF, industry frameworks, or internal taxonomies
- Process maps, job descriptions, system access profiles
- Faster to deploy, possibly lower precision on larger data set, higher confidence level

Activity data has → Work distribution | Decision authority | Work variability | Capability alignment

FROM ACTIVITIES TO JOB DIMENSIONS EXAMPLE

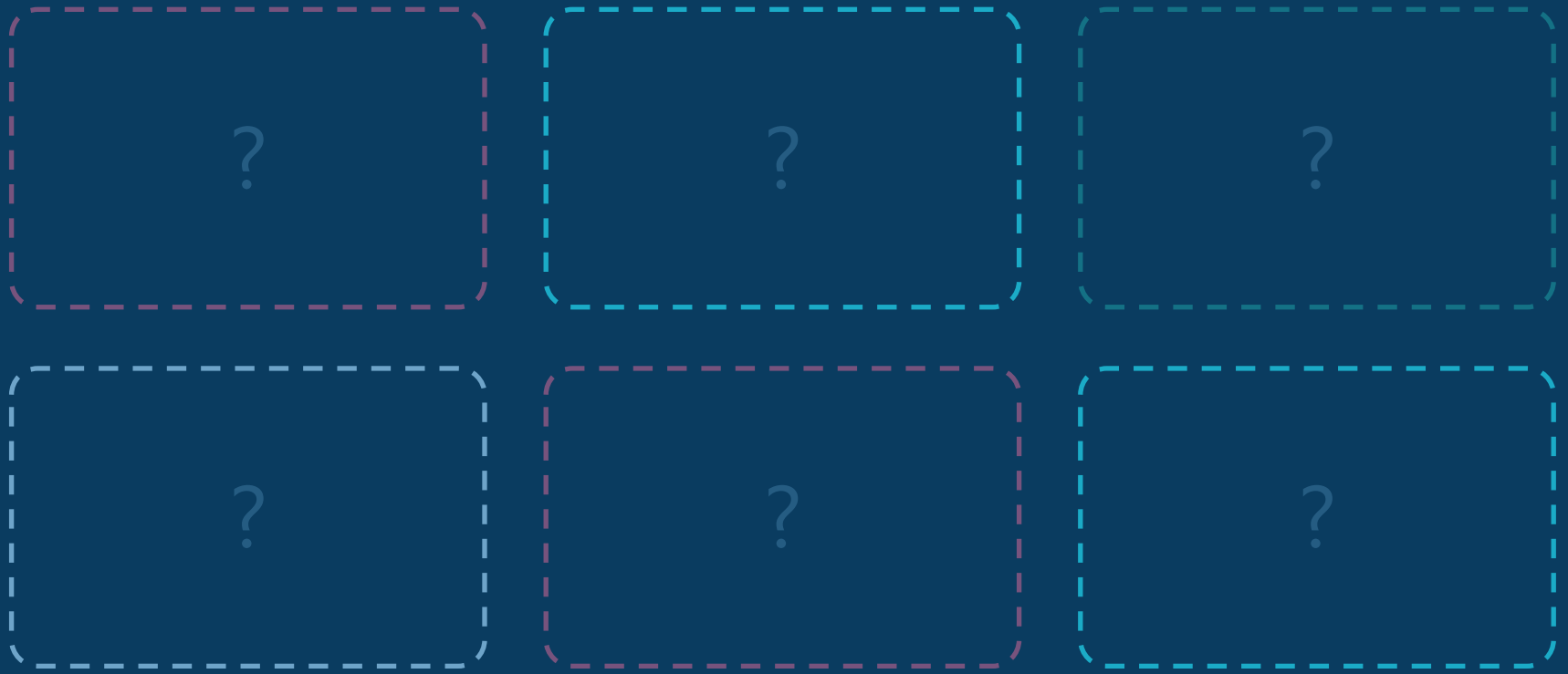
Activity clusters are the bridge between what people do and how jobs are characterized.



Activities are the raw data. Clusters reveal the structural patterns. Dimensions name what those patterns mean for the job.

Clusters let us build any design — jobs, teams, structures — and test each one against a consistent value and cost yardstick.

RESISTANCE TO THIS APPROACH?



PROGRESSING THROUGH DESIGN DECISIONS

With our activities we can shape theories and tests

ASSUMPTIONS
Set the boundaries

What must be true.

Scoped to be falsifiable. falsifiable.

EXAMPLE

Costs can be saved with with consolidation and and elimination of duplicate jobs

HYPOTHESES
Sharpen the question

What must be tested.

Measurable and time-bound.

EXAMPLE

Combining HR, IT, Finance and Sales will yield 18% reduction without losing capability

DATA
Ground the evidence

What we have, proxy data for what we don't don't have.

Safe to share, specific enough to test.

EXAMPLE

HR data, activity clusters, financial data, performance data

TESTS
Support or refute

What the evidence shows. shows.

Multiple lenses, same question.

EXAMPLE

Headcount %

Revenue per FTE

Position Ratios

Assumptions → Hypotheses → Data → Tests. We can reduce the guessing.

FROM ASSUMPTION TO TESTABLE HYPOTHESIS

Each step adds precision and accountability

ASSUMPTIONS | HYPOTHESES | DATA | TESTS

BROAD
Design Aspiration

Our assumption about what we need to achieve

We want to improve ROI on R&D

DIRECTIONAL
Design Principle

How we'll approach it

Apply an existing structure and disciplined process

SPECIFIC
Structural Assumption

What we believe is true

We can reduce R&D waste by 10%

TESTABLE
Testable Hypothesis

What to test — this must include what we are unwilling to lose

We can reduce R&D waste by 10% without reducing patent output below current threshold

A principle tells you where to look.
A hypothesis tells you what to measure and what you can't afford to break.

THE CASE: MERIDIAN ACQUIRES APEX

MERIDIAN HEALTH TECHNOLOGY

$2.4B (USD) Revenue | ~6,200 FTE

- Highly centralized, functional model
- Long history (+60 years), serial acquirer
- Large number of existing patents
- High level of process and control (bureaucratic)
- Specialized in diagnostic imaging (MRI, CT), wearable monitors, implantable devices (pacemakers)

APEX MEDICAL TECH

$680M (USD) Revenue | ~2,100 FTE

- De-centralized matrix, divisional model
- Short history (<10 years), organic growth
- Low on process and control (persistent startup culture)
- Focused on surgical robots, telemedicine, AI-driven diagnostics, and 3D-printed, medical implants

DEAL RATIONALE AND PLAN

$95M projected synergies (Y3) | Day 100 operating model announcement | 18-month integration
Growth case: Apex has growth markets, speed and direct customer relationships

ASSUMPTIONS FOR THIS DEAL

1. Combining functions at integration will achieve cost savings (HR, IT, Finance, Sales)

2. Apex will improve a low patent to R&D spend ratio by integrating and subsequently leveraging the more disciplined processes established at Meridian

3. Integration will correct significant role duplication, unclear responsibilities and decision making

ASSUMPTIONS TO HYPOTHESES TO DATA TO TESTS

1 NAME THE ASSUMPTION	2 FIND THE TRADEOFF	3 GROUND THE DATA	4 WRITE THE TEST
Function consolidation (HR, IT, Finance, Sales)			
Combine functions	Preserve capability, service levels and revenue	FTE counts, comp bands, revenue, activity clusters	18% consolidation preserves capability - zero gaps
R&D efficiency and process discipline			
Improve patent-to-R&D ratio	Sustain patent output	Activity-level FTE and cost; time × salary proportions	10% efficiency without reducing patent output below current threshold
Role duplication and organizational clarity			
Correct role duplication and decision rights	Retain institutional knowledge and speed to market	Decision cycle times, escalation paths, RACI, decisions by level	20% decision velocity gain without losing value

PART 2

EVIDENCE

Build evidence. Build credibility.

WHAT LEADERSHIP KNOWS ON DAY ONE

Positions and financials. Very little about the work.

DATA AVAILABLE	MERIDIAN	APEX
Total FTE	6,200	2,100
Unique job titles	342	187
Management layers	8	5
Average span of control	6.2	9.8
Average total comp	$142K	$128K
Operating model	Centralized, functional	Decentralized matrix, divisional

> This data tells you what you're paying for.
> It does not tell you what you're getting

MEASURES OF WORK

Progressively deeper understanding of work structure

BASIC

- Activity
- FTE
- Cost / Pay

BETTER

- Performance
- Required expertise
- Controls

EVEN BETTER

- Value
- Authority
- Conditions for variability
- Execution flexibility
- Failure consequences
- Work complexity
- Similarity of activities

Richer measures yield deeper insight into the true nature and value of work.

THE DATA GAP

Availability. Connection. Intelligence.

WHAT YOU HAVE
Available at close

- Reporting lines
- Job titles and headcount
- Compensation
- Performance scores

How many? How much? Who reports where?

GAP

WHAT DECISIONS REQUIRE
Needed to design. Rarely collected.

- **What people actually do**
- **Where decisions are made**
- **How work flows across units**
- **Critical path to delivery**

What's working? What will break? Where is value?

Structural decisions tend to be made with the left column.
The right column determines whether those decisions work.

PROXY DATA SOURCES

Widen the lens — develop directional data with stated confidence

GOOD
Free / internal

TYPICALLY AVAILABLE INTERNALLY

- **Your own HR data**

REQUIRES MORE EFFORT

- BLS / O*NET
- APQC open-access
- Public filings
- LinkedIn / Glassdoor

BETTER
Moderate cost to retrieve or obtain

TYPICALLY AVAILABLE INTERNALLY

- **Peer span & layer data**
- **Compensation data / surveys**

REQUIRES MORE EFFORT

- APQC membership
- HC-to-revenue studies
- Deal attrition patterns

BEST
More effort or consulting cost

TYPICALLY AVAILABLE INTERNALLY

- **Job profiles**
- **Platform data (Salesforce, Jira)**
- **Operating model benchmarks**

REQUIRES MORE EFFORT

- Integration playbooks
- Clean room analysis

Good gets you started. Better sharpens the picture. Best gives you precision. Almost anything will be better than guessing.

PART 3

TEST

Test against value and cost to find which assumptions hold.

BASELINE DATA

Understanding your current state before designing the future one

WHAT BASELINE DATA ENABLES

Scope the change	Assess the magnitude of what's needed to reach the future state. Baseline tells you tells you how far you have to move.
Protect what works	Identify components of the organization you want to preserve. Integration destroys destroys value accidentally — baseline data makes the keepers visible.
Fill gaps - proxies and more stakeholders	Stand-in data where direct data isn't available. Proxy data with stated assumptions assumptions closes the gap. It is sensitive enough to be accurate and safe enough to enough to share.

TIMING MATTERS

PRE-CLOSE

Limited workforce data.
Other data with restricted access.

→

IN BETWEEN

Proxy data fills gaps.
Stated assumptions, directional.

→

POST-MERGER CLOSE

Consequences already unfolding.
unfolding.
Late-stage reactions are expensive

Proxy data — with stated assumptions — is better than late-stage reactions and poorly informed headcount cuts.

LET'S SEE WHERE WE LAND WITH WHAT WE HAVE

TYPICAL APPROACH

Inputs:	HR data, org charts, comp benchmarks, headcount overlaps
Method:	Consolidate central functions, spans and layers, and salary grade harmonization to deliver synergy targets
Speed:	Fast. Structure on time.
Risk:	Capability gaps invisible until later – probably month 9

ROLE RATIONALIZATION PROCESS

Structured approach to harmonize overlapping roles and identify targeted reductions

STEP 1

COLLECT HR DATA

Aggregate role inventories, org charts, and compensation bands across all entities

18 roles

aggregated across
4 functions

STEP 2

HARMONIZE GRADES

Map titles to a unified grade structure; normalize levels across legacy orgs

4 grades

unified from
12 legacy levels

STEP 3

IDENTIFY REDUCTIONS

Flag redundancies by function, recommend consolidation targets, and size the reduction

-4 roles

consolidated
(22% of roles)

Traditional approach delivers structure on time — but capability gaps remain invisible until months after integration

CONSOLIDATED FUNCTIONS: HR, IT, FINANCE, SALES

Function	FTE	Cost	$/FTE
IT	85.9	$5.5M	$64.6K
HR	96.5	$7.8M	$81.1K
Finance	206.5	$16.1M	$77.9K
Sales	135.6	$19.0M	$140.2K
Sum/Average	**524.4**	**$48.5M**	**$92.4K**

~18% FTE reduction
638.6 → 524.4 FTE in scope

~13% cost reduction
$55.8M → $48.5M spend in scope

This outcome is based on the structure and the titles

WE MOVED FAST AND THAT MATTERS

Org design and projected cost savings — delivered.

We have a consolidated structure, harmonized grades, and a defensible reduction target. The target. The numbers work. The timeline held.

This is familiar territory — and for good reason.

Most organizations stop here. Speed matters, and sometimes structural decisions simply simply need to get made. That instinct is sound — and the work we've done so far honors it. far honors it.

What happens to the work?

We've redesigned the structure — but we haven't yet examined how the work flows through it. through it. Where do handoffs break? Where does coordination cost quietly rise?

WHAT WE WILL DO NOW

We have our baseline and proxy data

Clustered into testable dimensions

And our assumptions articulated as hypotheses

Test to help us see if we need to design and if so, where

HERE'S WHERE WE'RE HEADED – HYPOTHESIS 1 OF 3

For each assumption, one hypothesis, proxy data, and independent tests — each building on the last

ASSUMPTION

Consolidation reduces cost

Combining functions at at integration should yield yield 18% reduction in headcount

HYPOTHESIS

The savings are structural

We can harmonize grades grades and map roles without losing capability capability or revenue

DATA

Proxy data + HR

Proxy + actual activity data. Safe to circulate, specific enough to test.

THREE TESTS

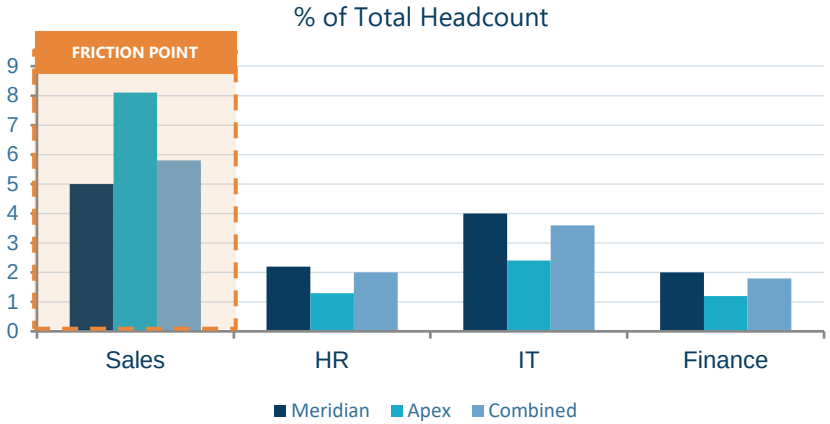
Triangulated evidence

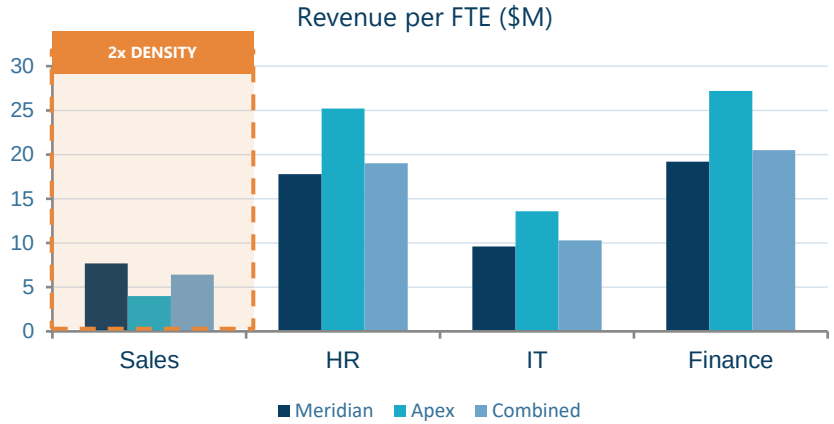
Headcount % per function
Revenue per FTE
2 Position Ratios: positions per $1M and 1K headcount

We know consolidation with reductions will save money. Where are the savings, where is the friction and which have the most impact.

Capability was not measured in this demonstration, we used proxy data. In practice, confirm each critical activity cluster keeps an owning role and its baseline time after consolidation.

WHAT HEADCOUNT AND REVENUE TESTS TELL US





Apex appears leaner

Startup with less support overhead. Lower cost across all functions.

Meridian is support-heavy

60-year serial acquirer with accumulated process layers. Higher % Higher % HC reflects structural weight.

Combined converges — except Sales

Apex Sales model is 2x as dense per revenue dollar. The two go-to-market philosophies collide here.

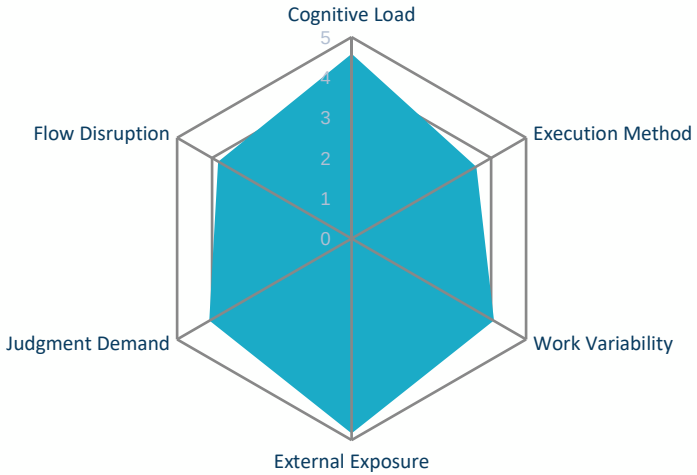
KEY INSIGHT: Consolidation saves money — the ratios confirm that. We know the structural mechanics of **why.** And exactly And exactly where there will be friction between the two operating models

% HC = Function HC ÷ Total HC | Rev/FTE = Total Revenue ÷ Function HC

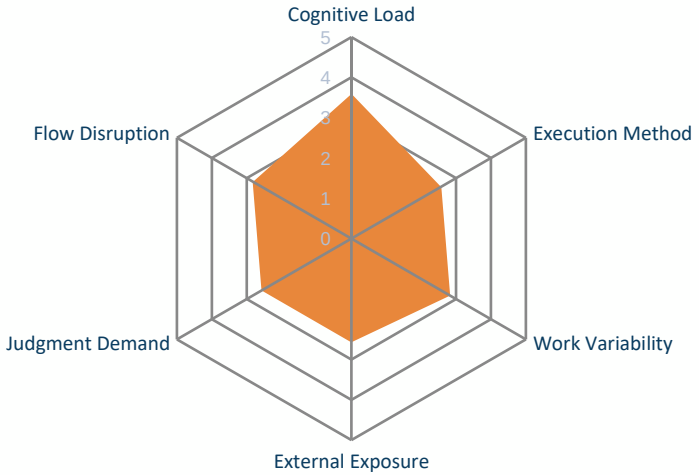
SAME DIMENSIONS, DIFFERENT JOBS

Execution profiles can be identical in name and scale — yet describe fundamentally different work.

DIRECT SALES



PROCESS SALES

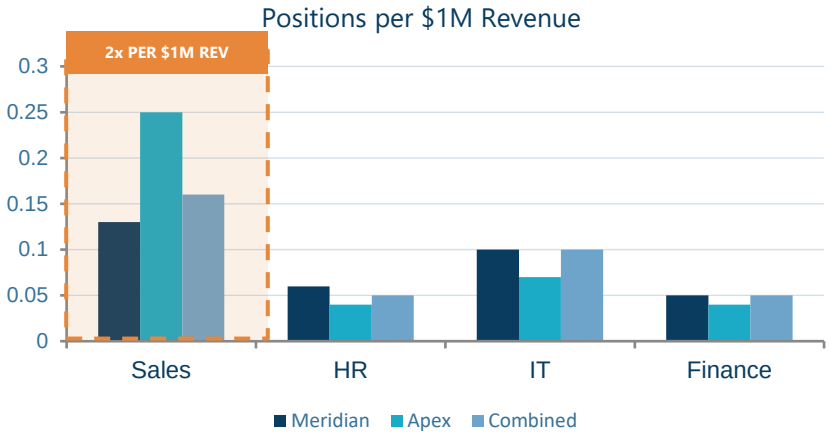


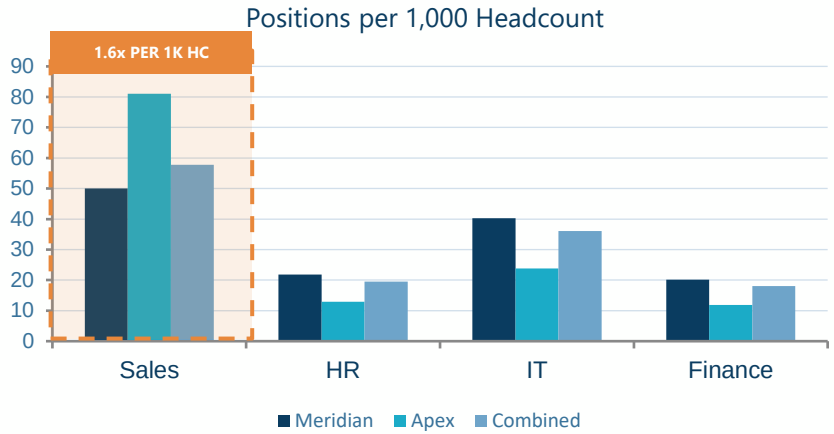
Cognitive Load		Execution Method		Work Variability		External Exposure		Judgment Demand		Flow Disruption	
4.5	3.5	3.5	2.5	4.0	2.8	4.8	2.5	4.0	2.5	3.8	2.8

Same activity dimensions with dramatically different profiles. Dimensions add conditions to content — two roles measured on the measured on the same scale can demand completely different capabilities.

WHAT OUR TEST TELLS US – CONSOLIDATION RESULT

Hypothesis: 18% consolidation preserves capability; no gaps at TSA expiration
Test: Position ratios





HR, IT, Finance

Apex brings genuinely lean functional teams.

Sales: heavier FTE and Revenue

Apex generates revenue through sales sales people.

Integration brings both

Without intentional design, there will will be the cost of both models and and the efficiency of neither.

KEY INSIGHT: The decision is whose operating model governs Sales. The data shows exactly where the two models are models are incompatible.

RESULT

CONSOLIDATION WORKS — WITH PRECISE EXECUTION

WE TESTED

If combining HR, IT, Finance and Sales at integration would yield meaningful cost synergies (18%) across the merged entity without losing capability

WE USED

Headcount %

How much of the workforce workforce each function consumes

Revenue per FTE

How much revenue each person in scope carries

Position Ratios

Size of function in proportion proportion to organization size organization size and revenue revenue

WE FOUND

~18%

FTE reduction

638.6 → 524.4 FTE in scope

~13%

Cost reduction

$55.8M → $48.5M spend in scope

Capability not measured in this quick demonstration – have a value lens from this from this point forward, with clarity about where models differ in a way that that affects value

The headline number confirms the savings.

The 18% includes Sales. HR, IT and Finance are cost decisions. Sales is a value decision: Apex earns its revenue through direct sales, so a cost cut puts that revenue at risk.

Key Insight: Consolidate where savings exceed the value at risk. HR, IT and Finance consolidate now; the Sales share of the 18% waits until the Sales operating model is decided.

R&D EFFICIENCY – HYPOTHESIS 2 OF 3

The second assumption is that efficiency in R&D can be improved

ASSUMPTION

R&D efficiency improves through integration

Apex will improve a low low patent-to-R&D-spend spend with more disciplined processes.

HYPOTHESIS

10% R&D efficiency gains

Without reducing patent output below current threshold.

DATA

Activity-level effort and cost

Cost of activities that we developed from taxonomy/proxy data

TESTS

Effort vs. strategy alignment

Costs of activities mapped to priorities

Time allocation by activity/role

Capability impact

Value stream impact

Where is investment aligned to strategy — where doesn't the investment move the needle.

REDEFINING ROLES AT THE ACTIVITY LEVEL

What are the activities specific roles should be involved in, and what proportion of time should be spent completing them?

An activity enables us to see value on multiple dimensions. We can design structures and test them against value streams using the same unit.

	Market & Sell	Define Pricing	Medical Product R&D	Human Capital	Define Offerings
CMO	0.1				0.1
Sr. Strategist	0.25		0.2	0.1	0.1
Pricing Analyst		0.2	0.1	0.33	

Illustrative subset — full matrix: 15+ roles × 20+ activities

SPOT THE FRAGMENTATION

Roles spread too thin

Stretch creates risk — roles that look look busy but can't build depth anywhere.

FIND THE CLUSTERS

Activities naturally group

A cluster is a natural grouping the the current titles may not reflect and and the foundation for redesigned redesigned roles.

REDESIGN AROUND WORK

Roles follow work, not titles

The redesigned role owns the logical activity cluster vs a title

This is a click down into the organization chart and titles to find where work actually lives

WHAT OUR TEST TELLS US – HIDDEN R&D

KEY INSIGHT: THE 10% HYPOTHESIS IS ACHIEVABLE BY SIMPLY SHIFTING SOME HR WORK

R&D Director spends **30%** on HR activities. Senior Scientist spends **40%**
Redirecting half of that effort, once HR can absorb it, recovers >10% of R&D capacity without reducing patent output below output below current threshold.

Medical R&D Director

1.0 FTE 6 direct reports

FTE	Activity
0.4	Manage Sales Process and Quotas
0.2	Team performance mgmt. & coaching
0.1	Recruit, source, and select employees
0.1	Develop Service Delivery Strategies
0.1	Finalize financial management activities
0.05	Create content for client demos
0.05	Develop channel partner relationships

Senior Research Scientist

1.0 FTE 0 direct reports

FTE	Activity
0.35	Conduct clinical research protocols
0.2	Team performance mgmt. & coaching
0.15	Recruit, source, and select employees
0.1	Analyze regulatory submissions
0.1	Finalize financial management activities
0.05	Process employee onboarding
0.05	Manage vendor compliance reviews

Strategic / R&D HR activities (misaligned) Operational / Other

WE LOOKED AT COST. NOW LET'S LOOK AT CAPABILITIES.

We know we have more headcount. Do we have more capability?

Customer Understanding	Insight Generation	Strategic Insight	Execution Efficiency	Organizational Efficiency
BEFORE 4.6%	BEFORE 3.0%	BEFORE 2.7%	BEFORE 4.1%	BEFORE 3.2%
AFTER 4.0%	AFTER 2.6%	AFTER 2.3%	AFTER 5.0%	AFTER 3.4%
−0.6%	−0.4%	−0.4%	+0.9%	+0.2%
+46.8 FTE	+29.8 FTE	+23.5 FTE	+160.8 FTE	+83.8 FTE

Demand side: how Meridian competes

Execution side: how Meridian delivers

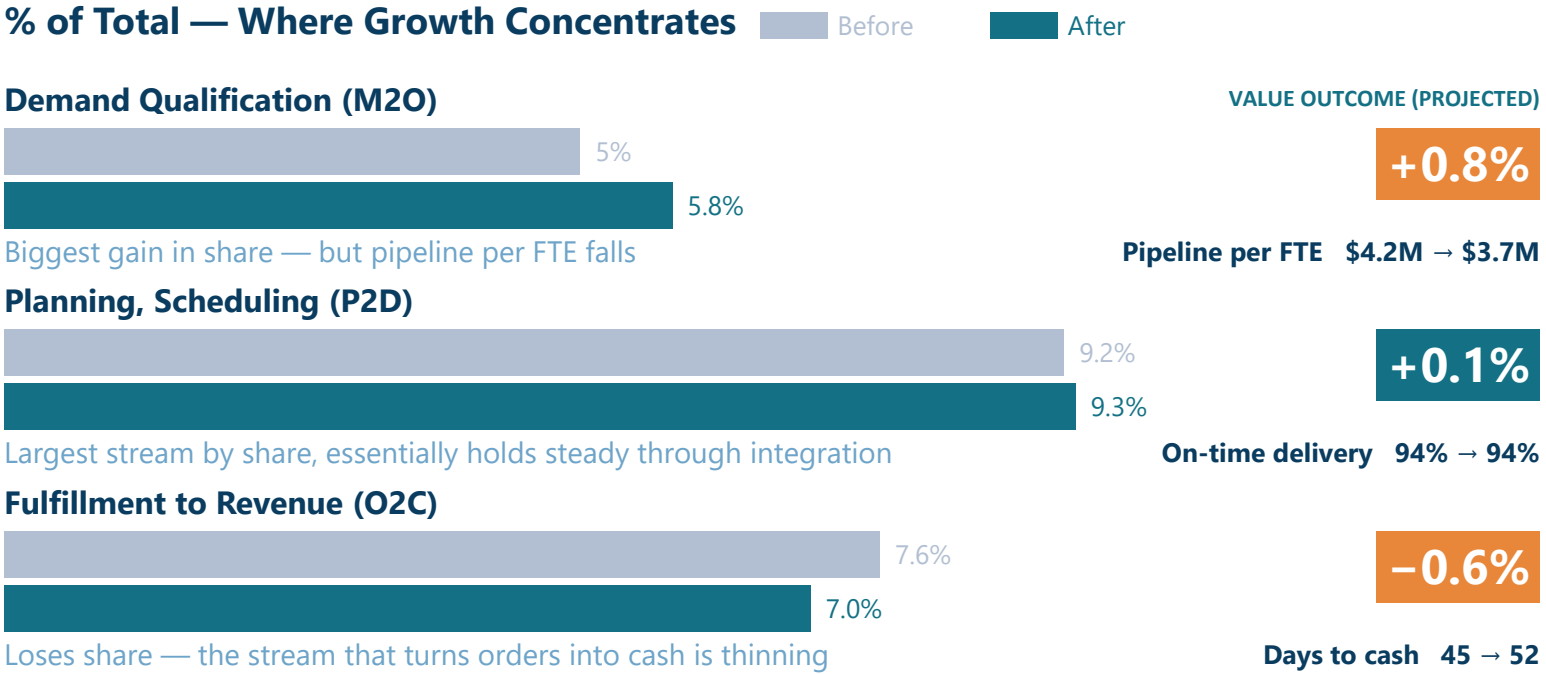
Absolute numbers always go up. Customer Understanding gains 47 FTE but needed 97 to hold its share.

Illustrative. Share of total FTE. Before: Meridian (6,200 FTE). After: combined organization (8,300 FTE).

NOW LET'S LOOK AT THE IMPACT ON VALUE STREAMS

We already know FTE grows and loaded pay increases across the board. The question is where that growth lands — and whether value concentrates or dilutes.

% of Total — Where Growth Concentrates



Value here: share of FTE shows what we invest in each stream; the outcome shows what it returns.

Illustrative. Other value definitions apply: revenue or margin by stream, defensible revenue (moats), sources of lasting advantage (7 Powers).

RESULT

R&D EFFICIENCY WORKS — IF YOU REINVEST SAVINGS

WE TESTED

If improving work alignment would yield 10% R&D efficiency gains without reducing patent output below current threshold

WE USED

Effort & Cost

Activity-level FTE and and cost mapping against strategic priorities

Activity clusters

Individual role profiles profiles showing time time allocation by activity

Capability Impacts

% of total measure for for capability change change

Value Streams

FTE and cost distribution across value streams

WE FOUND

Illustrative data · directional, not measured

>10%

R&D capacity recoverable via reallocation, not reduction

30–40%

of R&D time on HR work (two roles sampled)

Patent-producing time rises; constraint holds.

Demand gains headcount, but the capabilities that win demand lose share. Fulfillment also thins.

Reinvest the 10% in demand-side capability and fulfillment, once HR can absorb the shifted work.

Key Insight: Pocketed, the 10% is a saving. Reinvested, it raises R&D output. That is the decision.

MAKING SURE THINGS GET DONE – HYPOTHESIS 3 of 3

The third assumption is that clarifying decision rights will improve effectiveness without losing institutional knowledge

ASSUMPTION

Integration corrects duplication and unclear rights

Integration will correct unclear and inconsistent inconsistent decision rights

HYPOTHESIS

20% faster decisions, same quality

Improve decision velocity velocity by 20% while retaining knowledge and and relationships

DATA

Decision RACI/logs + process timing + qualitative data about pain points

Mapping of decisions to jobs/layers

Activity data for key processes – proxy for gaps

TESTS

Speed, quality, and retention

Distribution of authority over organization layers

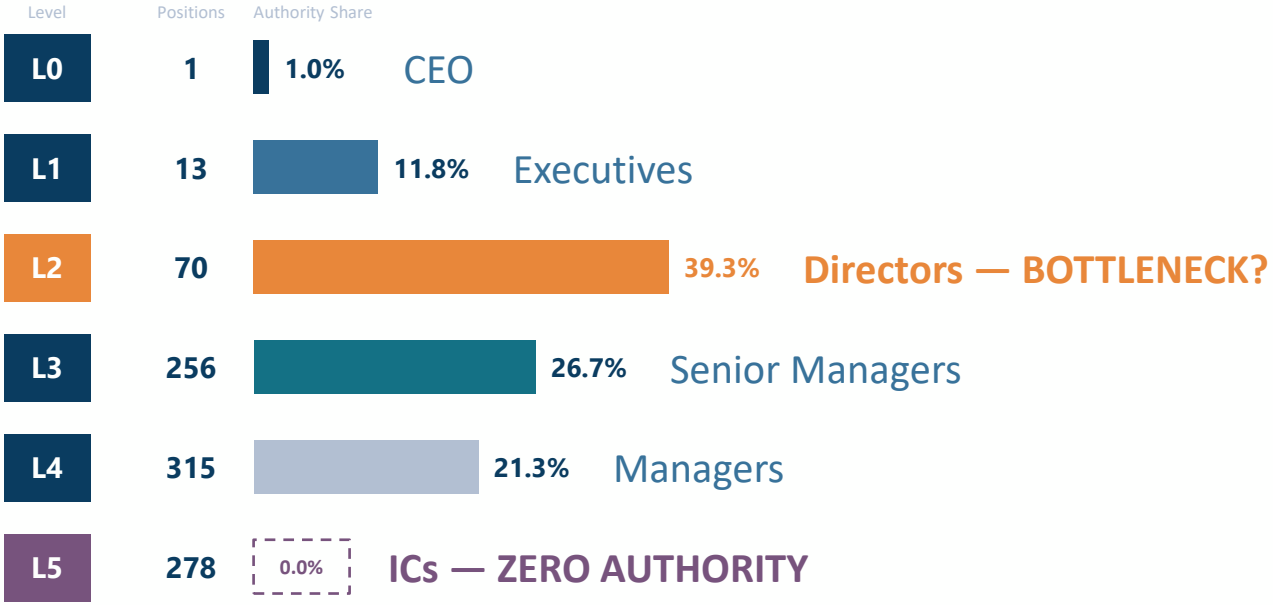
Activity comparisons

Determine whether simplifying decision rights makes the organization faster — and whether faster decisions are still good are still good decisions. Currently there is speed without quality which feels chaotic.

TEST 1

WHERE DECISIONS ACTUALLY LAND

Authority concentrates at L2 — then drops to near zero. We need to evaluate design decision rights to ensure this is intentional. intentional.



70 people hold 39% of all authority

L2 could be a bottleneck. High variability (SD 0.43) means means authority is inconsistently assigned.

278 people make zero decisions

30% of all positions have no authority.

Authority distribution and fragmentation are proxies: they show where decisions queue, not how fast or how well they are made.

TEST 2

THIS IS THE OPPORTUNITY TO LIMIT FRAGMENTATION

We are quite familiar with the structural mechanics of integration that result in fragmentation

1

Two Role Architectures Merge

Separate organizations collapsed to single structure

2

Combined Roles Inherit Activities From Both

Each role now touches more activities than before

3

Time per Activity Thins

Broader scope means less depth per touch

4

Unit Cost Rises

More handoffs and coordination, less specialization

The Implication

Fragmentation is the characteristic structural consequence of consequence of combining two organizations without activity-activity-level redesign. It is the predictable result of decisions decisions made independently

In addition to expected duplication there is is fragmentation - roles touch more, own less. less.

The data confirms a pattern documented in OD and information-processing theory

Sources: Galbraith, J. (2014). Designing Organizations, 3rd ed. — information-processing model of role design | Simons, R. (2005). Levers of Organization Design — span of control and accountability architecture

TEST 2

IMPACT AT MERIDIAN

The common post-integration fragmentation pattern will happen here if roles are simply realigned

~38%

More Positions Per Activity

Activities spread across more roles post-integration

~11%

Less Time Per Position

FTE/Position declines across all six six activities

~7%

Higher Unit Cost Per Activity

Cost per activity FTE rises despite despite lower individual allocation allocation

Integration Impact

Following integration, more positions perform each activity — but with less time allocated per position.

This is the expected fragmentation pattern: broader role scope, thinner allocation, and rising cost per unit of work.

- Sales activities absorbed into more positions — signaling broader, less specialized role scope
- Every activity shows FTE/Position decline — consistent consistent fragmentation across the function
- Unit cost increases despite thinner individual allocation — a structural efficiency loss

RESULT

INTENTIONAL DECISION RIGHTS AND REFOCUS INTEGRATED ROLES

WE TESTED

Improving decision velocity by 20% — while retaining divisional knowledge and customer relationships.

WE USED

Authority Distribution
Authority by level

Activity Comparisons
Pre- vs. post-integration fragmentation
fragmentation

WE FOUND

Directional · proxies for decision speed and quality

39% **of all authority held by L2**
70 positions out of 933

0% **authority at L5 — 278 positions**
with zero decision rights

~38% **more positions per activity**
broader scope, thinner allocation

The focus for decision rights for highest impact is L2 – validate that this is intentional or if decisions should be distributed differently

The fragmentation pattern exists in all integrated roles; the roles; the focus should be on sales for highest impact

Key Insight: The proxies show where decision speed can be gained — redesign decision rights at L2 and roles at the activity at the activity level to reduce fragmentation.

PART 4

MONITOR

This is where it gets good. You can keep running the same tests with refreshed data to see if your design worked.

THIS IS TRANSFORMATION IN MOTION

Three monitoring layers — each mapped to the hypothesis it tracks

LEADING INDICATORS

Activity survey pulse	H2
Decision velocity	H3
Rework rate	H3
Milestone completion rate	H1

Monthly | Months 1–6

LAGGING INDICATORS

FTE ratio compression	H1
Cost per FTE by function function	H1
Activity alignment score score	H2
Authority distribution	H3

Quarterly | Months 3–18

STRUCTURAL HEALTH CHECKS

Full activity survey	H3
Capability gap assessment	H1–H3
Hypothesis re-test	H1–H3
Governance review	H1–H3

Semi-annual | M6, M12, M18

The instruments that built the design monitor the design

SUSTAIN TRANSFORMATION IN MOTION

Go deeper. Activities as the unit of analysis produce designs more likely to achieve your goals — in less time.

Same lens, new use. The analysis that built the design becomes the monitoring framework.

See drift early. Monitoring reveals where the organization is moving away from intent — and whether redesign is needed.

The tools exist now. The technology and methods are available.

LET'S STAY CONNECTED

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THANK YOU