Category

Consulting

Organizational Design & Operating Model Consulting Playbook

Designing organizational structure from strategy and process requirements, not from an org chart template

- Practitioner
- Advanced
- Template Included

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- 4 minute(s)

Overview

A framework for organizational design consulting that derives structure, decision rights, and operating model from what the strategy and core processes genuinely require — rather than starting from a generic org chart template or best-practice benchmark.

Isn't organizational design mostly about choosing the right org

chart structure (functional, matrix, product-led)? Structure is one output, but the deeper work is deriving decision rights, process flows, and role design from what the strategy actually requires — a structure choice made without that grounding often looks reasonable but doesn't function well in practice.

How do you avoid organizational design recommendations that look

good on paper but don't work operationally? By testing the proposed design against real, specific decision and process scenarios before finalizing it — this playbook's core discipline, covered explicitly below.

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