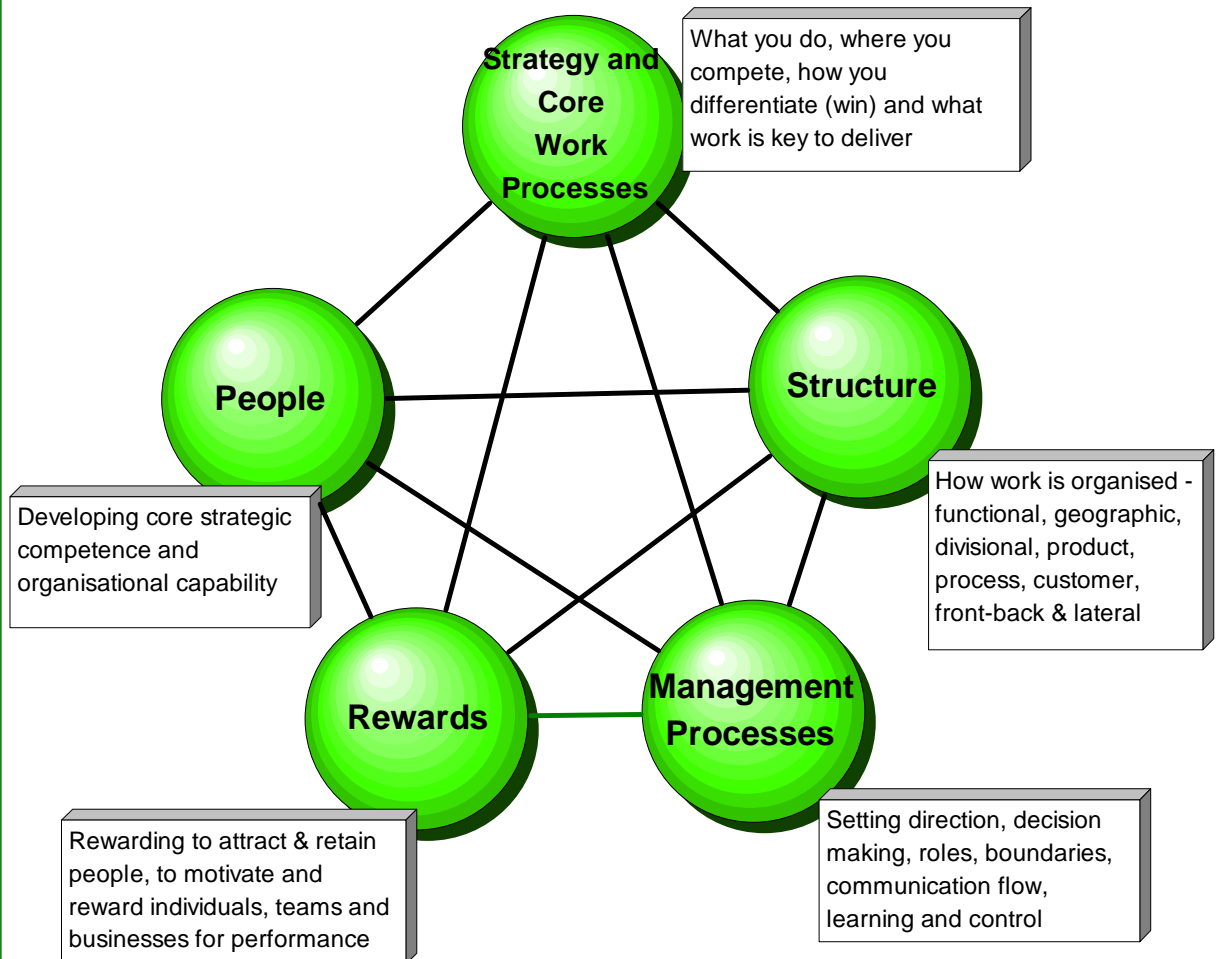


### Introduction

Organisations are rarely designed. At best a structure is planned which matches the strategy. Often the structure is put in place before developing strategy. Sometimes strategy changes and structure is unaffected and likewise the structure is changed without a new strategy being developed.

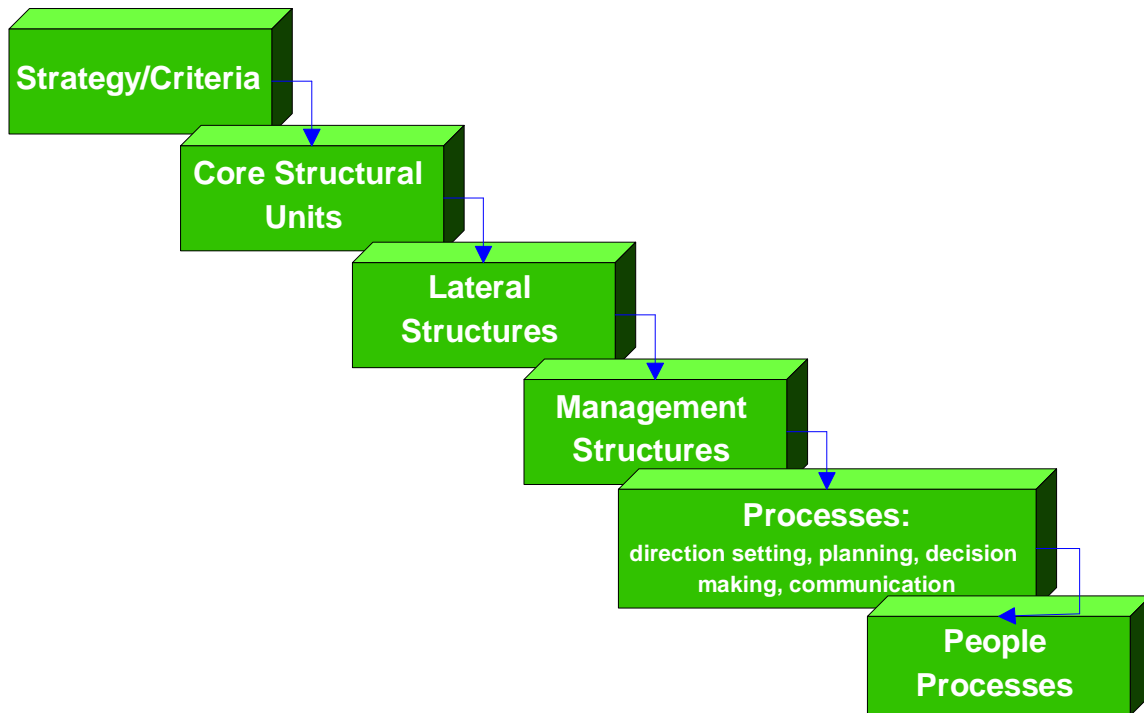
This is changing as organisations become more complex and people realise that delivering strategy means developing alignment of a number of factors. The University of Southern California's Centre for Effective Organisations have studied High Performing Organisations and developed a model for organisational design known as the Star Model and shown below.





## The Overall Process

The USC's Centre for Effective Organisation describes the process for covering the whole of the Star as having sequential focuses.



They stress that some of this will be iterative and will need to happen simultaneously. It can also be beneficial before embarking on the whole process to have a period of experimentation, research and information gathering.

## Structure Strategy Alignment

The first four boxes develop a structure-strategy fit that ensures that the core work processes can be delivered. This can be done by a small leadership team, design team or in a large-scale participative process with a number of participants. The basic process is:

- Interviews and focus groups to gather data about strategy and areas of structural misalignment
- Data feedback and development of design criteria
- Generation and evaluation of alternative structures
- Identification and evaluation of co-ordination requirements
- Impact analysis
- Design choices and transition plan

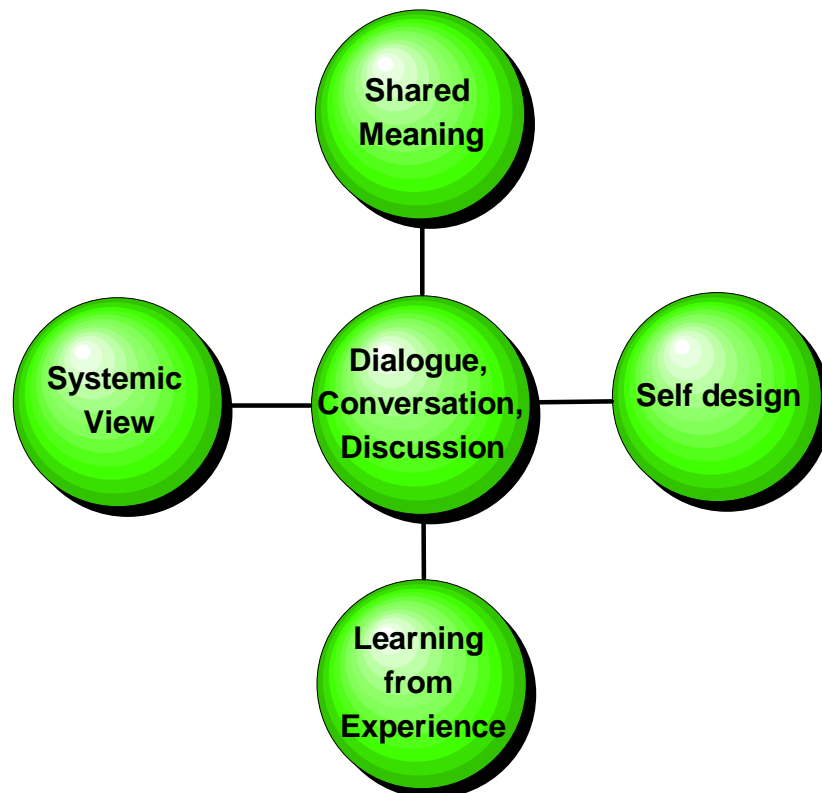


The remaining design work can be completed by looking systematically at

- The design of management and leadership roles
- Design of direction setting
- Developing a framework for decision making
- Creating a framework for communication
- Planning how to manage and improve performance

### Implementation

The Centre for Effective Organisation team studied several teams who were implementing new designs and found that, where accelerated progress was evident, several learning practices had been adopted. At the core of these was building numerous opportunities for dialogue, conversation and discussion. At each level teams need to be able to work on design themselves, creating shared meaning and building a systemic view of how they fit into the larger structures. Using interactive participative approaches to the design at each stage can accelerate all of this even further.

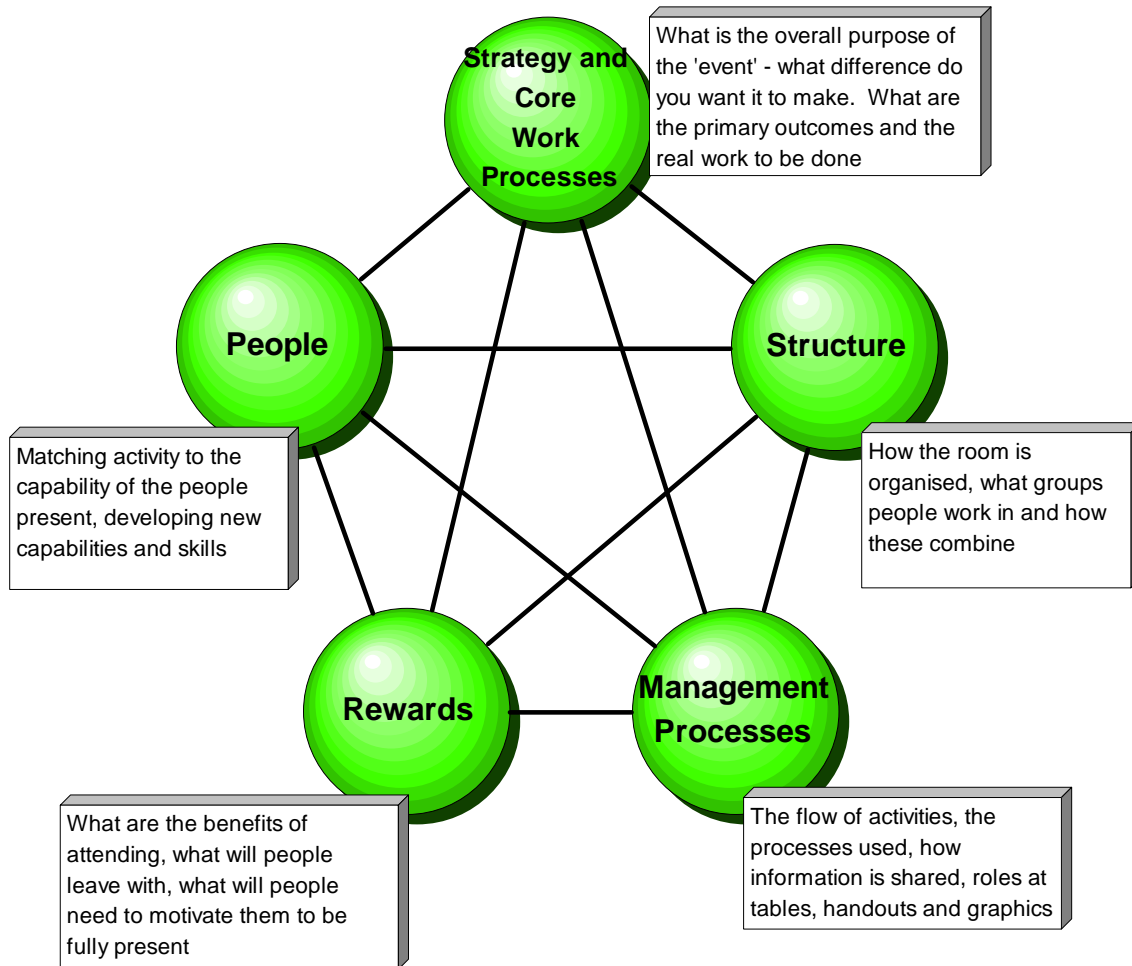


A single large scale or whole system event can be designed to achieve all of these simultaneously. At the core of large event design is the notion of structuring conversations. The reason for having a design team is to ensure that the flow, timing and questions to facilitate meaningful dialogue are right.



At one level a significant large group intervention can be seen as a temporary organisation and the thinking behind the star can be applied in the planning of the design.

This might look like this:



### Further reading

Title	Author(s)	Publisher	ISBN Number
Designing Organisations - An Executive Guide to Strategy, Structure and Process	Jay Galbraith	Jossey Bass	0 7879 5745 3
Designing Team Based Organisations	Mohrman, Cohen & Mohrman	Jossey Bass	0 7879 0864 9

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