

# Organizational Structure Kit Board

- Lead Questions**
  - How should „structure follow strategy“ in our organization?
  - Which questions with regard to our strategy are yet open?
  - What are key trade-offs?
- Tools**
  - Defining principles
  - Implications of strategic priorities

- Lead Questions**
  - What are key activities to deliver our strategy?
  - How do we create value in our organization?
  - What are key activities in contrast to support activities?
- Tools**
  - Activity analysis

- Lead Questions**
  - How do we want to drive focus and specialization within our organization?
  - How do we organize for exploration or for exploitation?
  - How can we combine grouping logics while containing complexity?
- Tools**
  - Unit grouping options
  - Centralization vs. decentralization



- Lead Questions**
  - What is the scope of our organization work? (geography, function, business unit, team, etc.)
  - What are key strengths of our given organization?
  - What are external requirements and strategic non-negotiables for our organization?
- Tools**
  - Defining scope and boundaries

- Lead Questions**
  - How do we reflect differences in experience, competence and decision rights in our organization?
  - How do we shape our organization defining span of control and number of hierarchy levels?
- Tools**
  - Defining spans and layers

- Lead Questions**
  - How do we avoid organizational silos?
  - How do we ensure specialized units work together?
  - How can our organization “act as one”?
- Tools**
  - Establishing Interfaces
  - Cross-unit process definition
  - Defining role profiles
  - Designing cross-unit groups
  - Designing matrix reporting