

Organizational Redesign Checklist

This form is a checklist of key issues that should be considered whenever an organization is contemplating a redesign of its organizational structure to improve the manner in which the organization interacts with its customers, markets, suppliers and other business partners. The focus of the questions in this checklist is ensuring that the information regarding the requirements of customers and other business partners is properly collected and disseminated throughout the organization so that each business unit is best positioned to cooperate and deliver products and services to the marketplace in the most efficient manner. The organizational designer is encouraged to select possible structures that mirror the way in which information flows through the organization and to vest responsibility for decisions in those organization roles that have the best access to the necessary information. Decisions regarding structure should be supported by clear policies regarding lateral processes and rewards.

- How do each of the units and roles in the current organizational structure contribute to the way in which the organization interacts with its customers, markets, suppliers and other business partners?
- What role does each functional department play in creating and delivering the organization's products and services?
- How is the information gathered from customers, suppliers and other business partners of the organization?
- How is the information gathered from customers, suppliers and other business partners of the organization disseminated throughout the organization?
- Who is responsible for making and executing key decisions relating to the organization's strategy with respect to development and marketing of its products and services?
- What are the advantages (i.e., strengths) associated with the current organizational structure?
- What are the disadvantages (i.e., weaknesses) associated with the current organizational structure?
- What specific weaknesses are apparent with respect to collection, dissemination and use of information (e.g., are key parties denied access to information necessary to make decisions or are their weaknesses in the way in which information is stored)?
- What performance metrics are being used when evaluating the organizational structure and are they accurate and appropriate?
- Does the performance goals established for the entire organization fairly take into account the contributions required of each organizational unit?
- What specific changes should be made in the organizational structure to improve the way in which the organization interacts with its customers and markets?
- How would the proposed changes impact current organizational roles?
- What changes in business processes (including information technology) would be needed in order for the proposed changes in the organizational structure to be effective?
- Does the proposed change provide for orderly collection and dissemination of information regarding customers, suppliers and other business partners of the organization?
- What effect would the proposed changes have on the people within the organization?
- What should be the composition of the team that would be responsible for planning and executing the proposed changes in the organizational structure?
- Who are the key managers and employees in the current structure and what organizational roles would be set aside for them in the proposed new structure?
- What other constituencies within the current organizational structure need to be consulted in connection with changes in the organizational structure?

- What would the ideal form of the new organizational structure look like including business units, organizational roles, processes and key managers?
- How would the organizational fill all of the key managerial roles included in the new organizational structure?
- What new resources (i.e., capital, equipment, technology, people, skills or systems) would be needed in order to effectively implement the new organizational structure?
- What factors in the organization's external environment might need to be overcome or changed in order to implement the proposed change in the organizational structure?
- What steps should be taken to prepare employees for the implementation of the proposed change in the organizational structure?
- What changes might be required in the reward and compensation systems in order for the proposed change in the organizational structure to be effective and for the organization to achieve its post-change performance goals?
- What is the timeline for the proposed change and what will be the preferred sequence of steps to implement the change?
- Who will be responsible for overseeing specific activities necessary to implement the changes in the organizational structure (e.g., sponsors, project managers, oversight committees, cross-functional teams etc.)?
- What procedures will be established for monitoring the implementation process (e.g., monitoring meetings involving persons in oversight roles and senior management)?

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