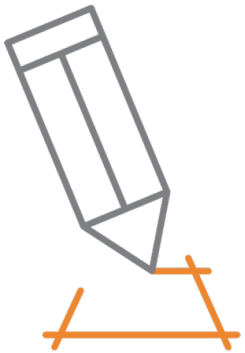
The What and How of Organization Design

An Introduction



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JOHN LATHAM
ORGANIZATION DESIGNER

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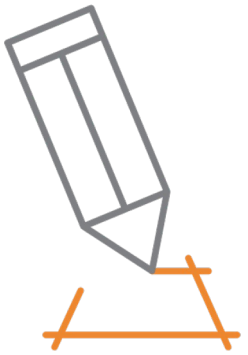

What Is Organization Design and Why Do We Care?

Information + Media	Messages Received	Head + Heart	Behavior	Results + Outcomes
• Activities • Outputs and Inputs • Leadership • Strategy • Governance • Scorecard • Culture • Workforce systems and policies	What Stakeholders See and Hear	What Stakeholders Think and Feel about what they See and Hear	What Stakeholders Do and Say based on what they Think and Feel	• Workforce Engagement • Innovative Products and Services • Productivity • Customer Service • Customer Satisfaction • Revenue, etc...

Process of Translation and Application

Adapted from: Latham, J. R. (2016) *[Re]Create the Organization You Really Want! Leadership and Organization Design for Sustainable Excellence*. Colorado Springs: Organization Design Studio, Ltd. p. 77 Figure 2-3 Empathy Profile Sequence.

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Dimensions of Organization Design

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Organization Design Components

Leadership Identify and align the leadership responsibilities, styles, rhetoric, and reporting relationships needed to successfully lead those engaged in the activities.	**Strategy** Identify the key strategy influences including purpose, mission, vision, goals, objectives, and resources. Align the activities with the strategy.	**Governance** Identify the legal, ethical, regulatory, and sustainability requirements applicable to the activities. Align the activities with the requirements.
Inputs Identify the required inputs to the activities, decisions, etc. and integrate with the systems that provide those inputs.	**Activities** Identify and design the activities required to produce the outputs. Include the decision criteria, tools, techniques, and technologies in the design. Identify and design the connections among the activities, tools, etc.	**Outputs** Identify and define the outputs of the activities and describe how they address the requirements of the customers (internal and external).
Workforce Identify the knowledge, skills, and abilities required to execute the system. Align the related training and development, incentives, and support.	**Scorecard** Identify the inputs, activities, outputs, outcomes, and stakeholder measurements that will be used to manage the activities and validate the quality and performance of the design.	**Culture** Identify the key "desired" cultural aspects that are embedded in and support the activities including the organizational values, symbols, rituals, heroes, and practices.

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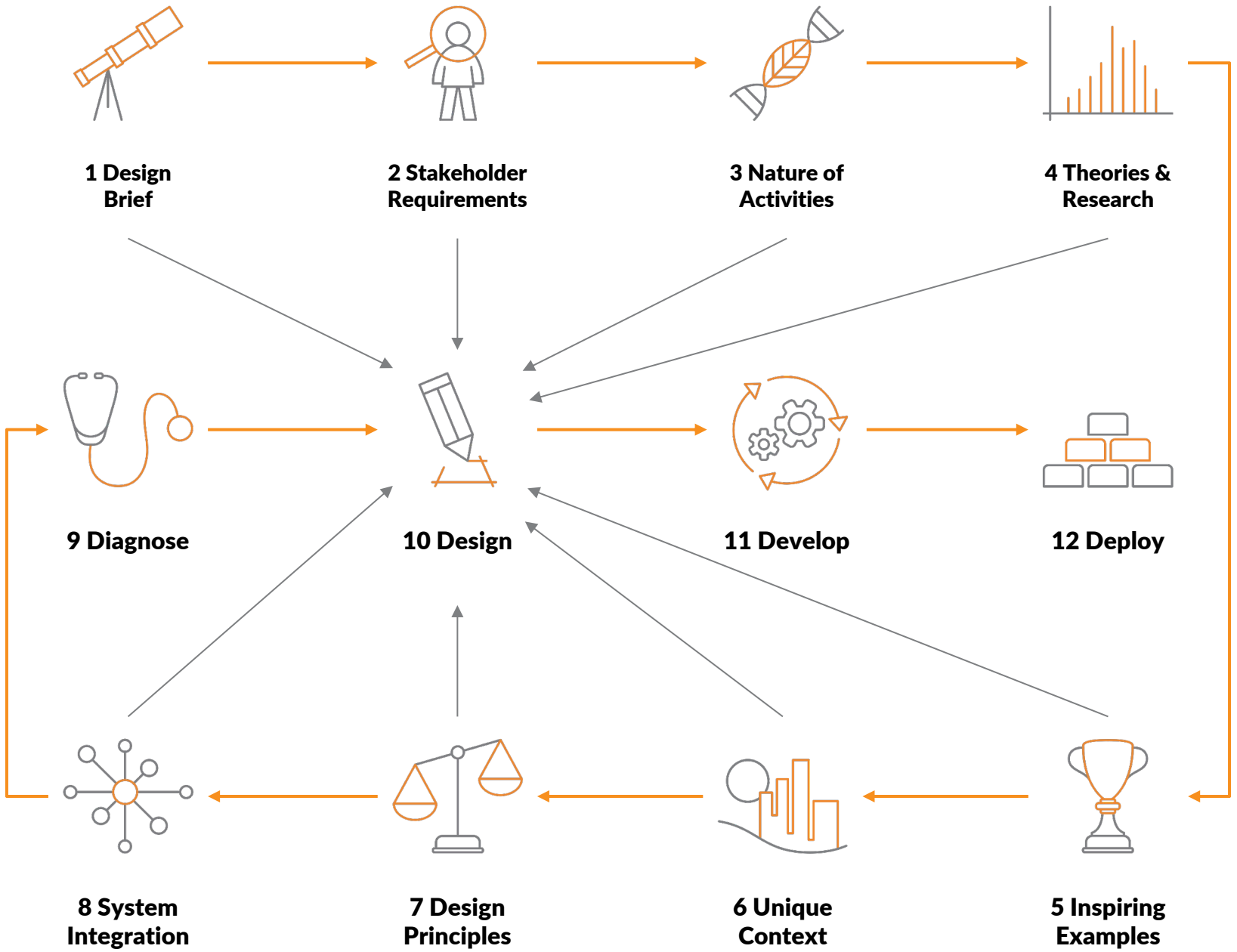
Organization Design Process



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Resources

For an introduction to organization design read:

Latham, J. R. (2013). How Much Does Your Organization Weigh? *INNOVATION, 32*(2), 4.

https://www.drjohnlatham.com/much-organization-weigh/

For an overview of the design process visit:

https://www.drjohnlatham.com/frameworks/design_framework/

For a more in-depth treatment of the design process read:

Latham, J. R. (2012). Management Systems Design for Sustainable Excellence: Framework, Practices, and Considerations. *Quality Management Journal, 19*(2), 15.

https://www.drjohnlatham.com/management-system-design/

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ORGANIZATION DESIGNER

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