



Ministry  
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Foreign, Commonwealth  
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## **NHS Do OD conference**

# **Building the seat at the table: OD and org design**

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## Session outline

What is organisation design? When is it the right intervention? What are the benefits? What are the risks? How does it fit with organisation development? How do we gain entry?

The session will take you through some of these questions around when organisation design is the right approach and how to create the right conditions to do it successfully. It will also open up the power of an integrated OD approach, blending design and development, to deliver more impactful outcomes. The facilitators will share stories from personal experience on what has enabled successful delivery and some of the conditions that have undermined success

## Contracting for today's session

1. **Participation** - we're planning this as an interactive session, with some talking from the front and some group exercises to make it real.
2. **Confidentiality** - some of the things we discuss will touch on sensitive examples and ask people to talk from their experience; please respect confidentiality of the specific work situations while taking away the wider lessons.

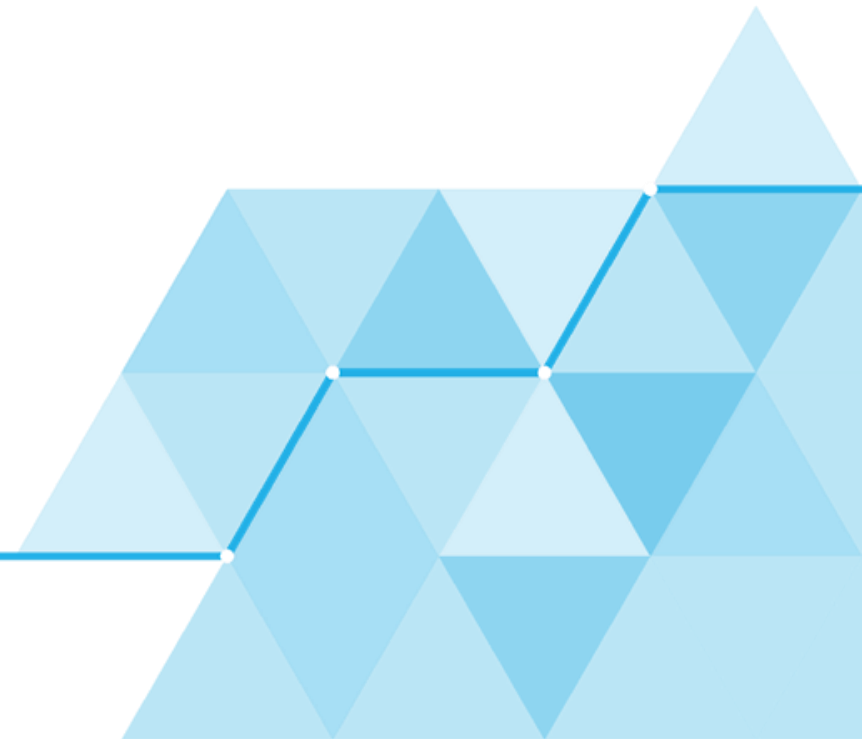
## Horror Stories and Battle Scars

When has an Organisation Design project you've worked on, or been affected by, gone wrong? What happened? Why do you think it didn't work as well as it could?

[1-2-4-All]

- 60 seconds to think and jot down a note for yourself
- Share with the person sat next to you (60 seconds each)
- In a four, share your examples and notice common patterns
- With the whole room, each group of 4 share your most powerful example and what this highlights about the challenges of good Organisation Design interventions

# Storytelling: When Organisation Design goes right



# Why do Organisation Design?

## The benefits of Organisation Design

### For our Organisation:

- » Considers the whole organisation system to deliver design that is more efficient
- » Improved productivity - closer alignment tasks to objectives.
- » Workforce better able to lead and react to change, in today's turbulent environment, reducing cost of change
- » Follows the flow of the work and therefore delivers an improved way of managing work within current process

### For our customers:

- » Eliminates overlapping and duplication of work and reduces hand offs
- » Benefits that deliver a lower cost of service whilst maintaining quality, resilience and flexibility
- » Streamlined customer service leading to reduction in customer complaints

### For our People:

- » Enhanced competence and capability by having the work and accountabilities flowing better through the business
- » Increased task ownership and responsibility - people at all levels know their roles and how they add value with minimised organisational layers
- » Provides accountability mapping to understand spans of control and more efficient ways of working
- » Can create an organisation which is fit for current purpose and one able to adapt to a changing future, including growth and shrinkage
- » Enables improved communication through having greater visibility of accountability

## Five principles of Organisation Design

### Principle 1

Organisation Design is driven by the business purpose and strategy, the operating model and the operating context.

### Principle 2

Organisation Design requires systems thinking: about the many elements of the organisation and the connections between them.

### Principle 3

Organisation design takes strong, thoughtfully used future-oriented mindsets and methods.

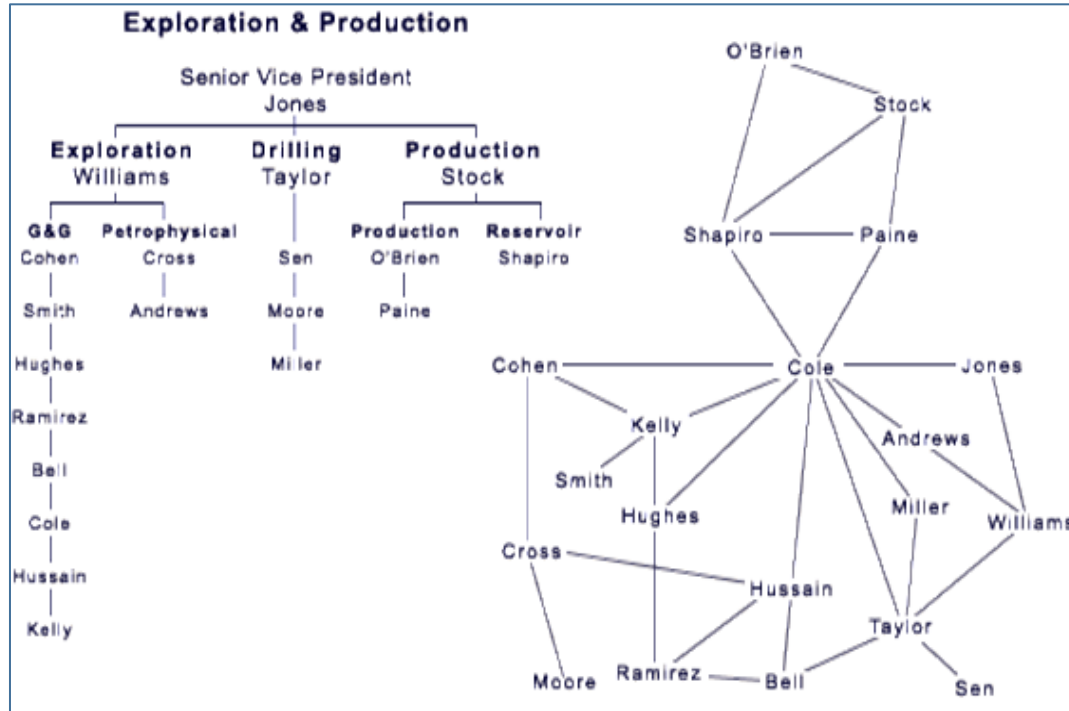
### Principle 4

The organisation design process involves social interactions and conversations as much as formal planning.

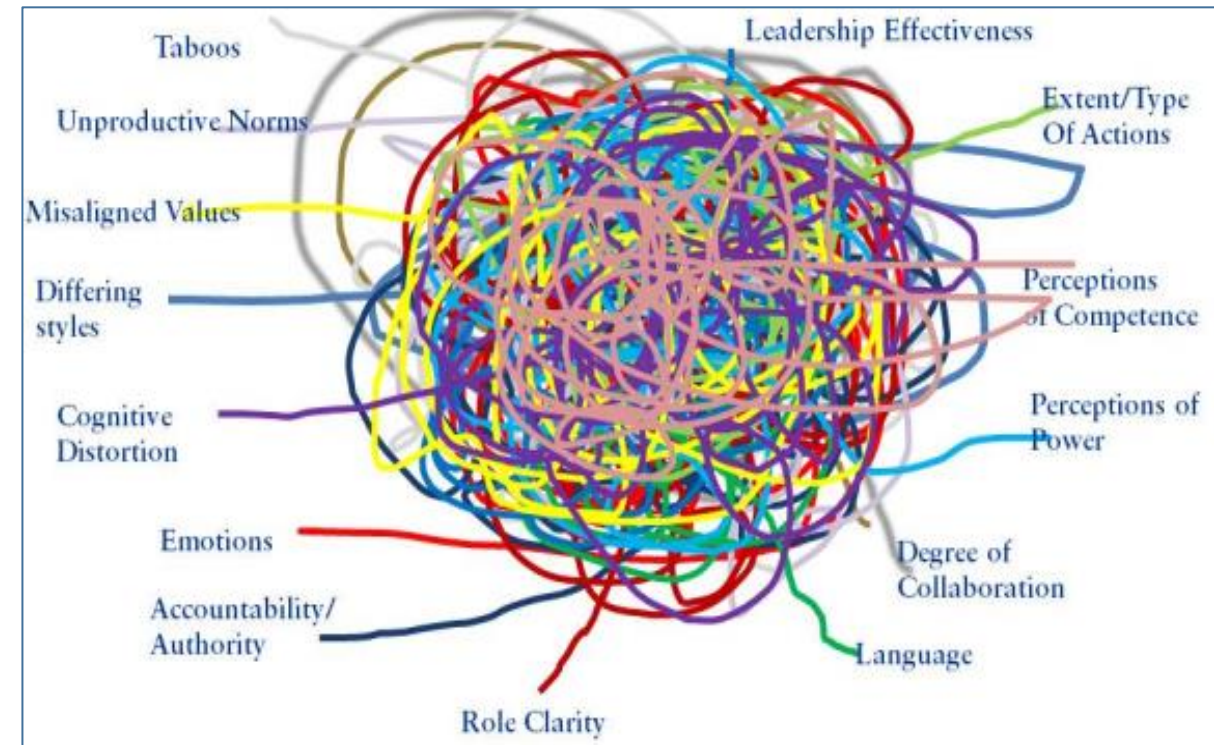
### Principle 5

Organisation design is a fundamental continuing business process, not a one-off repair job

# It isn't just about the organisation chart...



It is also about these things...



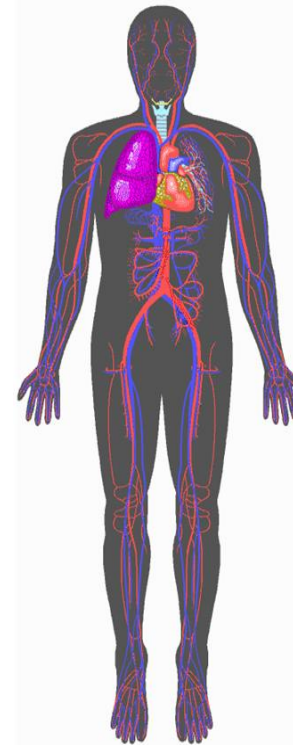


# Design and Development – integrated practice

**Design is** - about how the different elements, structures, controls and processes of an organisation fit together and work flows across them. A bit like a map of the human body and how its organs, veins and skeleton work together. **But the structures and process are not sufficient on their own for optimal performance.**

**Development is** - about the elements of an Organisation that help it perform optimally, these include culture, values, behaviours, reward and recognition, power basis and the learning approach of the organisation. **Much like the importance of education, exercise and nourishment to the optimal function of the human body.**

Design



Development

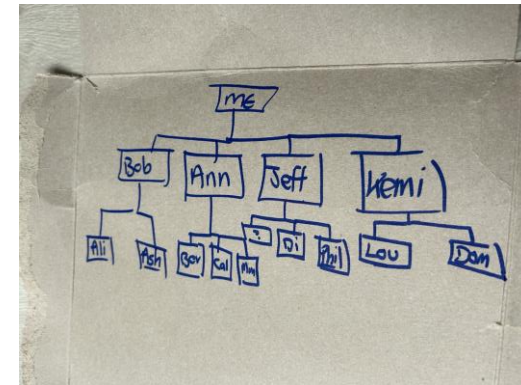


# Getting a seat at the design table: a pragmatic approach

## The FCDO experience:

- Use the credibility you already have
- Be prepared to do the work that will get you to what the work is
- Use your senior champion/s
- Accept that some design thinking is better than none
- Explicitly connect the different aspects of your work (we *use the culture model as a way in to the full range of OD&D support*)

I want it to look like this!

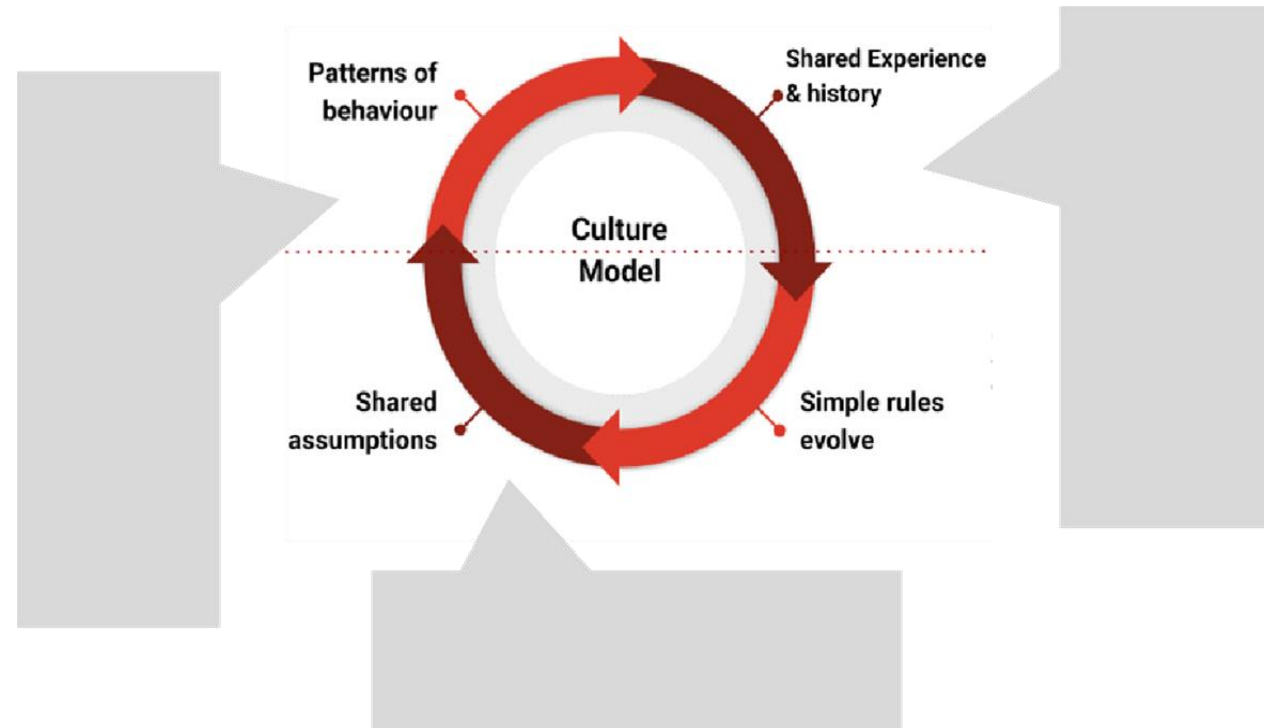


## Our 'way in'

We use our established 'culture enquiry' approach' as a way in to wider support through:

- The FCDO Leadership Lab (leadership effectiveness)
- Organisation design
- Change management

The FCDO Culture Observatory gives us access to the most senior leadership of our organisation.





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# Thank you!

