

## The experts' guide:

# Design your operating model for growth, cost & agility

Key learnings based on our In Conversation with Q5 webinar with organisational design experts Natalie Firth, Tom Leary, Audrey Laing, and Nalin Mehrotra



## Catalysts for redesigning an operating model

The impetus for redesigning an operating model often stems from economic and cultural pressures, regulatory challenges, and significant shifts in the business environment. A key driver is cost reduction, especially in unstable economies. Overlooked cultural factors like siloed operations and ineffective post-acquisition integration also demand a cultural and operational realignment.

## Knowing when to pull the trigger

Despite being seen as resource-intensive and costly, organisation design's long-term benefits make it a vital consideration for leaders. Identifying the ideal time for a redesign is challenging, but it should align with the overall strategy and follow a thorough risk assessment and evaluation of value drivers.



## Balancing competing strategic objectives across sectors

Balancing short-term demands with long-term goals is a critical challenge in organisational design. This balance is crucial for sustainable success, as evidenced in industries like broadcasting, social media, and retail. Effective leadership must develop strategies that are agile, ensuring operational needs are met while maintaining the long-term vision.



## Two key steps for success in organisational design

Key to successful organisational design are conducting an Organisational Health Assessment to identify success drivers and consensus at the senior level on current effectiveness and future improvements. Open discussions on difficult topics are essential to prevent future issues.



## Eliminating bias with a single source of truth

Effective redesign combines quantitative and qualitative data for a holistic view. Quantitative data offers performance metrics, while qualitative insights reveal aspects like morale and culture. Tools like Q5's 'OrgMaps' provide a visual analysis of structures, highlighting inefficiencies and interactions within the organisation.



## Responding to pace and pressure in OD

Managing pace and pressure is crucial in organisational transformation. Q5's methodology focuses on immediate cost-saving while considering future needs. Decisions are guided by 'design principles', balancing rapid implementation with a strategic, incremental approach. Continuous adaptation is key in the face of economic and technological changes.