

Episode 75: Planning your organization – Part II



This time, we will look at how do go back to drawing the perfect organization chart

1. Start at the top

You know your mission, your deliverables and the expectations of the team.

Now it's time to decide the top-level structure – not the people.

How many segments does the job break into? Is that the right number of teams?

2. Planning your starting line-up

You know how many teams you need at the top level, now they need leaders.

You know your team, does it fit nicely into the structure? If not, you may have to combine or divide.

If there is no role for someone, you may have to deal with that.

Has your successor got a broad enough role or do you need to build one for them?

3. Let your team captains choose their teams

Either: You do all the work - it keeps it secret but you can't get it all right.

Or: You get your leadership team involved and understand it will take longer.

I always think the second is better although there is some risk of leaks and gossip.

For me, that's not as bad as announcing the team and then re-announcing again later.

So, get your leadership to think through their organization and then come together.

Not only take their input, but also ask their peers to comment. Your whole team is going to have to work together.

If your leaders are struggling, suggest they focus on their deliverables first.

4. Don't compromise too quickly

All organization changes are compromises – don't make them until you have to. Just because they were a manager yesterday doesn't mean they have to be tomorrow. Avoid span of controls of less than 3 - it will create too many levels. Finally, don't forget about diversity - try and build a balanced team.

5. Sell not tell

When you bring it all together and get it done, it will need selling - to your boss, to your peers and even your own team.

Make sure you go back to your mission and deliverables and present your organization around these.

Bottom Line: You can't complete your mission if your troops aren't organized. Take the time to plan and involve others – it's all part of the buy in.